

BEYOND THE WORLD FAIR

Research into strategies that leads to optimal post-use of World Expo areas which supports the urban development and economic growth of the city.

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Colophon

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Preface

This master thesis presents the result of one year research. This thesis is the final step of my graduation in the Master Real Estate and Housing, at the Faculty of Architecture at the Delft University of Technology. The graduation took place in the Urban Area (Re)development lab.

The motivation to do a research within the field of a city's impacts came through the Corporate Real Estate Management Master course I followed. The course was about the strategic real estate plan of the European Commission. The fact of having such a large institution in Brussels does really affect this city. It is a complex matter with many aspects involved. After finishing the course I realised that I wanted to graduate on a topic focussing on real estate and/or urban development that will impact cities. After having spoken with several teachers at the Real Estate and Housing department, I became very interested by the impact of mega-events on urban development and the competitiveness of cities. I chose for the topic of World Expo not only because it interests me personally, but also because the topic deserves more academic research compared to other mega events.

World Expos are 'world known' events, with its core business to meet, learn and innovate. The national pavilions specially build for these events are outstanding architectural structures to show off the visitors and the rest of the world. What many people do not know is that the post-use of these structures and the surrounding area are in many situations not optimal and sometimes even abandoned. The Dutch Pavilion designed by MVRDV at the Hannover 2000 expo is one example of this disrepair.

I am convinced that the post-use of these specific areas could be more optimal in use and with that even support the local urban and economical development. This research brings you in the complex world of urban area development specifically with the use of a World Expo. Such events are nowadays more and more used as a catalyst for large development projects and for the promotion of the city. This recent initiative should be examined. This research will take a critical look into literature studies and two complying World Expo cases are investigated on their post-use strategies. The result of this research includes a strategic plan which could serve as an advice to future host cities of World Expos how to implement an optimal post-use strategy for these World Expo areas.

My interest within this research lies in the aspect of having an useful built environment that contributes to the city in a positive way on different aspects within a long-term perspective. This graduation project gave me lots of time to read the many interesting books related to this topic. I have experienced this graduation project as very informative. Because of this research I have become very interested in academic researches on city development. Even

now, finished with the research, I look into books which have nice quotes that could be used within this research. Therefore I would like to conclude the following: there is so much interesting to read and to learn from on this topic and their related field!

Titia van de Water

Delft, October 2010



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This thesis would not have been possible with the help of a group of people. I would like to acknowledge a number of individuals who assist me to fulfil this thesis.

First of all, I would like to express special thanks to my mentors, Yawei Chen and Philip Koppels, researchers from Delft University of Technology, who assisted me during this research. I found their supervision very helpful and pleasant. Yawei her enthusiasm for the topic was an enormous stimulation during this research. Her experienced insights in the field of Urban Area Development and her critical feedback helped me during the process. Philip his clear and constructive advice during meetings were very useful. His positive comments made me enthusiastic to continue working on the research.

Besides them I would like to place my gratitude to the interviewers, who took the time to give me their knowledge on the topic and the specific cases involved; Rainer Ertel, Gerhard Kier, Christian Gnädig, Paulo Loff, João Teixeira, José Almeida Guerra and Ilona van Miltenburg. Vincent Nadin and Lidewij Tummers helped me to get in touch with the experts and interviewers in the investigated case studies. Hereby I would like to thank them for their effort to do so.

Furthermore, thanks to my fellow students for the many cups of tea, coffee and enjoyable lunches. Off course also thanks to my dearest friends for the necessary distractions.

I would like to thank especially my parents for supporting me during my study years. Their encouragement and patience stimulant me to not give up. I would like to thank my dad for accompany me during the case study visits to Hanover and Lisbon. It was very pleasurable to share my thoughts on this research with him and to get feedback from him as well. Also thanks to my brothers who were always interested in my studies.

Finally, my special thanks goes to my boyfriend. He always supported me and was there for me during the last year. Our joint fascination for the world of architecture and urbanism created several helpful discussions within the research topic.



Management summary

Introduction

World Expos are 'world known' events since 1851, with its core business to meet, learn and innovate. The most memorable ones in Europe are; the very first one in 1851 in London with the Crystal Palace, the 1900 international exhibition in Paris with the Eifel Tower and the 1958 in Brussels with the Atomium.

The character of World Expos have changed overtime; started with an era of industrial boost where the World Expo was a platform for trade and technology (1851-1945), followed by an era where government power was very strong reflected in World Expos and cross cultural dialogue became a defining element. Since the end of the nineties World Expos have started to be used more widely and more strongly as a vehicle for nation branding. The national pavilions specially build for these events are outstanding architectural structures to show off the visitors and the rest of the world. Cities promote themselves and are using expos as catalyst for urban development.

But why then have former host cities World Expo areas which are after the expo not optimally in use? If cities want to create urban development and profit from the possibilities of the event on the long term these areas should be more optimally used after the event. This problem statement has lead to the following main research question:

What **strategic plan** can lead to **optimal post-use of World Expo areas** which **supports the urban development and economic growth** of the city both on short and **long term**?

Research methods

This research makes use of two research methods in order to give an answer to the main question. First with the use of extensive literature studies knowledge is provided on urban development and city marketing strategies. These strategies create certain impacts for mega-events and World Expos. These impacts are categorised and are tested within the second research method.

The second research method that is used is part of empirical research namely; case study research. The design of the case study research is a multiple-case embedded design. Two cases are selected for this research. The case of Hanover, where in the year 2000 a World Expo has been staged. And the case of Lisbon where in 1998 an International Expo has been organised. The data for the case studies are collected through multiple sources. Three important sources used are direct observation, systematic interviewing and documentation. The case studies are adequate analysed on their specific situation, organisation, planning

and progress regarding the expo and its post-use. Both cases give lessons learned of what has done right and/or wrong and what aspects need more focus.

The final result of this research is a strategic plan which serves as advice to future host-cities of World Expos. The results that have lead to this strategic plan are captured in theoretical results and insights and in results conducted from the case study analysis.

An overview of the research design and its used research methods is given in Figure i.

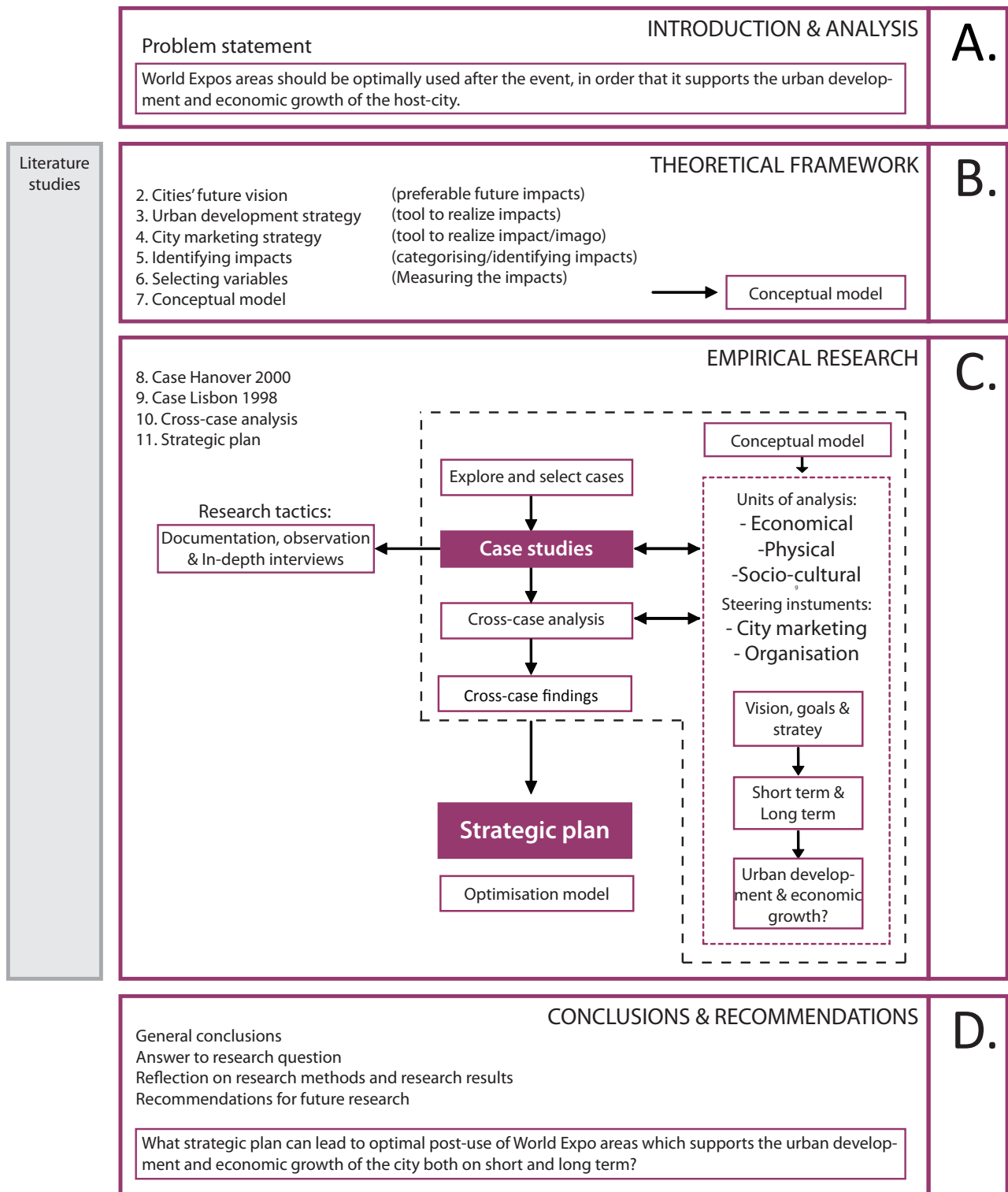


Figure i: Research design

Literature results

Cities use expo's for several reasons, such as for city promotion, economic development or redevelopment, to attract tourists. The main purpose of this all is to boost the cities development. What can be used to gain city development is studied in literature.

Every city should have a future vision and a certain goal they are aiming for. Nowadays, more and more is seen that the expo is part of realising this future vision. This future vision should be incorporated into the leading mission and the whole organisation around expos. This will give a common drive of what the city is aiming for in the future. Contrasting opinions between actors can be prevented by holding on to this vision. Important for the development of a strategy are to set these concepts beforehand; vision, mission and goals.

An urban development strategy is a tool to use when new development plans are necessary for a green or brown field area. These strategies (Urban regeneration) includes a comprehensive and integrated vision and action which leads to the resolution of urban problems and which seeks to bring about a lasting improvement in the economic, physical, social and environmental condition of an area that has been subject to change.

City marketing is not an goal on itself but a tool. An instrument to realize the city and regional future vision. The city's future vision has to be the starting point of a city's marketing strategy. If this future vision is not explicit yet, the first step is to set this future vision for the municipality. The next step is to translate this vision in concrete goals. These goals will form the basis for the developed city marketing strategy.

In order to operationalize the city marketing strategy, it needs to be measured. This can be achieved in several phases. First one needs to know what the vision and goals of the city are and what image the city want to achieve. Second one needs to find out what has been done to realize and achieve these goals, the image. The step by step plan of the marketing. And third does this city marketing strategy is in line with the urban strategy a city has?

Table i underneath is showing an overview of these phases.

| <i>Measure city marketing strategy</i> |
|--|
| Phase 1: What image did they want to achieve? Vision, mission, goals? |
| Phase 2: Did they do the marketing right to achieve this image? Step by step plan? |
| Phase 3: Does the urban strategy match the image? |

Table i: Phases of measuring city marketing strategy

A certain strategy should lead to the wished impacts of that strategy. The impacts of mega-events and World Expos have been studied and are discussed on different scales and levels. This has lead to a mega-event impact model; three categorised and overviewed tables with all captured impacts. In this model three variables form the baseline for the case studies analyses. The three variables are: Physical, Economical and Socio-cultural. Included in the analysis of the case studies are the influence factors of the used urban development and city marketing strategy and also the type of organisation that is included in the expo project. The variables are measured according to the parameters visible in Table ii.

| <i>Variable</i> | <i>Measuring</i> |
|-----------------|---|
| Physical | Investigating quality of place through the next parameters: program mix, accessibility, grain size, public space and safety. |
| Economical | Investigate the economical parameters: employment rate of the area, tourism sector, new economic activities, new business. Did the city made use of urban economic regeneration? Property-led urban economic development? |
| Socio-cultural | Investigate the socio-cultural parameters: socio activities, cultural activities, Did the city attract the creative class? |

Table ii: Variables and their measuring parameters

The theoretical framework has lead to the conceptual model visible in Figure ii. This conceptual model is used in the empirical part of this research. The selected cases are investigated according to the three variables selected and according to what their city marketing strategy was about and how the organisation is set up and managed the total project.

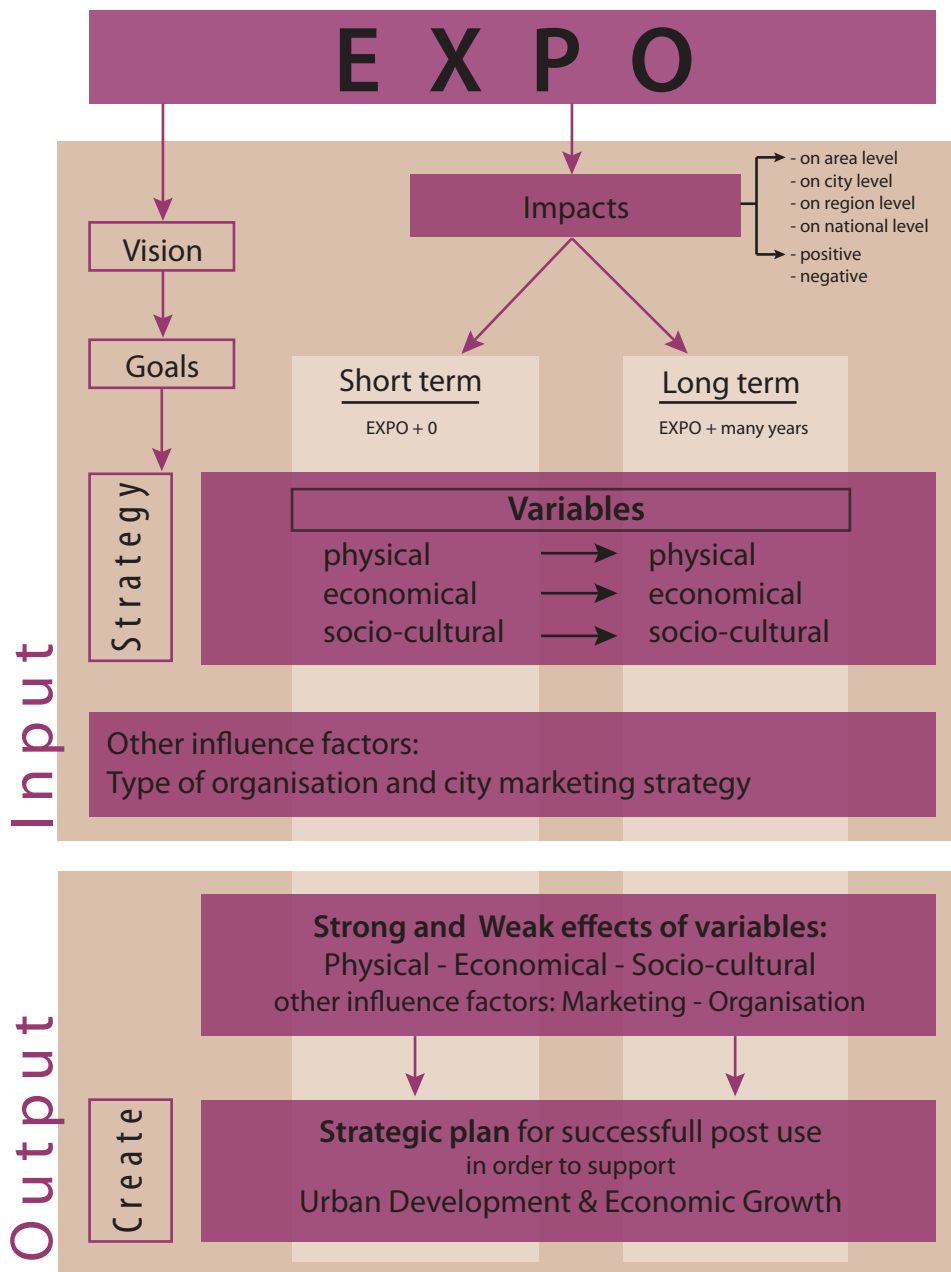


Figure ii: Conceptual model

Case study results

The results of the case studies are first given by a short reflection on the implemented strategies. Followed by the resulted strength and weaknesses according to the investigated variables and the steering instruments.

Strategy

Hanover did not have an overall strategy including post-use. The strategy was divided into four different strategies for parts of the area. The strategy for the Hanover Exhibition Grounds (western area) is about the modernisation and extension before the opening of EXPO 2000. After the Expo this area is maintained as Fair Ground. The strategy for the centre area is about the development of an ICT business and commerce district in the long term run. For the strategy of the Kronsberg residential district (eastern area) the area was put in three phases of development. Until today only phase 1 is completed. Phase 2 and 3 will be developed when the city developments are asking for more residences. This has not been the case yet but can easily adapt to the now existing phase 1, based on the basic concept of construction on the western slope of the Kronsberg hill and due to the fact this destination is included in the zoning plan. The last strategy is the infrastructure and transport strategy. This strategy took place with infrastructural improvements on area, city and region level.

Lisbon's strategy is focussed on a long term use of the area after the World Expo. The project connects two interlinked components. Namely, a plan to redevelop an run-down industrial harbor-side and a plan to create a new urban center. The strategy of Lisbon is more focussed on one goal and includes more concrete steps to realize the goal. It also includes the aspects of urban management and promotion. In Hanover this is lacking in its strategy. There can be concluded that Hanover is being too general with its strategy. Hanover has not converted their ideas and objectives in a clear strategy for the specific EXPO 2000 location. However, they have created a clear strategy for the regional infrastructure improvements and for the Kronsberg residential area. It was also clear what the function Fair Grounds would be after the Expo. Unless these well thought out strategies, Hanover was lacking a clear strategy for the Eastern pavilion area. Or better formulated the strategy was present but was not implemented correctly. The economic situation in the years directly after the World Expo made it hard to attract small ICT companies to the area.

Physical variable

On the physical variable both cities show that the implementation of a well thought through infrastructural plan has gain urban development for the city. Also both cities implemented a new city district. For Lisbon this includes the transformation of the area into Parque das Nações and for Hanover this covers one subpart of the strategy, namely the development of Kronsberg housing district.

Physical weaknesses are also present in both cases. Lisbon had a bit of problem with the marine harbour, that flooded and destroyed the pleasure harbour. However, since year 2009 this harbour area has been renewed and seems to add quality to the area nowadays. Hanover has a bigger problem, because the EXPO Park Hanover is not fully implemented yet. The area was supposed to be an ICT-sector business area but the area still have a lot of unused plots and pavilions on site which have fallen into disrepair. This does not add up to the physical quality of the area.

Economical variable

When looking into the economic strengths there are few to be named. Lisbon did a good job to sell plots already before the opening of the expo. Added to that, the area became attractive for people to live, which positively influenced the real estate values. The leveraging and catalytic effect on various economic sectors has played a positive role in Lisbon. The city and country showed the world that Parque das Nações, new urban centre of Lisbon, generates tourism, business, residents and cultural entertainment. In Hanover the World Expo have caused a growth in the number of tourists that yearly visit Hanover. Tourism is increasing more after the event than it did before the event.

The weaknesses considering the economic variable are the large investments for organising a World Expo. Both cities did not had a break even result, but many debts. In both cases the governments are paying off these debts.

Socio-cultural variable

The socio-cultural strengths show that both cities have increased the availability in cultural activities. For Lisbon this is done specifically at the location of Parque das Nações. For Hanover this growth in cultural activities was settled through the de-central projects, and has an affect which is more visible in the city centre.

The cases have shown both cities did not intervene extremely on the socio-cultural variable. Lisbon created the new urban centre in the middle of more poor neighbourhoods. This has given social tension between the two neighbourhoods and it could make Parque das Nações a more isolated district in the future if the safety measurements required will rise. This affects the quality of the public space even more than it already does now.

City marketing

Both cities wanted to strengthen their image. Lisbon did a better job than Hanover. Lisbon city is more of an appeal to tourists and businesses. Both cities have showed the world they are capable of organising a large World Expo. For Portugal as a small south European country it is a real accomplishment to combine this World Expo with a large flag-ship project. The promotion of EXPO 2000 can be considered as a weakness of the Hanover case. The marketing did not reached enough over the national border. Due to the fact the Expo did not received as many visitors as the city hoped the image of the city was not affected as much as the city planned it.

Organisation

The organisation capacity can have a large impact on the success of a project or not. In Lisbon Parque Expo was set up and directly split-up into one group organising the Expo and one group responsible for the post-use, which interacted with each other lot, in order to gain for two integrated masterplans; one for the expo and one for the post-use. Special legislation made it for Parque Expo possible to handle law procedures quick and efficient.

The organisation capacity of EXPO 2000 GmbH and EXPO GRUND GmbH can be blamed for the many weaknesses in the case. These companies had no clear responsibilities about how to implement the vision and strategy for mainly the post-use.

Strategic plan

The extensive literature reviews and the two case studies made it possible to set up a strategic plan for the optimal post-use of World Expo areas. This strategic plan has evolved around 16 action points, presented in Table iii underneath.

| Strategic plan | | |
|--------------------------------|-----------------|---|
| Variables | | |
| <i>Physical strategy</i> | Action point 1 | Creation of an urban centre. |
| | Action point 2 | World Expo area as node in infrastructural networks. |
| | Action point 3 | Flexible pavilions for multiple post-use functions. |
| <i>Economical strategy</i> | Action point 4 | Introduce new economic activities and business to the area and/or extend the existing ones. |
| | Action point 5 | Set up tourist-sector related functions. |
| | Action point 6 | Make private investors and developers have an absolute believe in the post-use masterplan. |
| | Action point 7 | Strive at least for a break even result, and strive for profit on the long term. |
| <i>Socio-cultural strategy</i> | Action point 8 | Maintain several cultural activities from World Expo event in the post-use. |
| | Action point 9 | Initiate creative economy, when desirable. |
| | Action point 10 | Provide program for local communities threatened by the World Expo. |
| Steering instruments | | |
| <i>City marketing</i> | Action point 11 | The city marketing should include all the four activities named by Kotler. |
| | Action point 12 | Use appealing persons who can personificate the image building. |
| <i>Organisation</i> | Action point 13 | Involve private parties in early stage. |
| | Action point 14 | Establish, from the start, a structure or organisation with the responsibility for implementing the longer-term post-use ambitions of the city after the event. |
| | Action point 15 | Plan the longer-term post-use at the same time as the event itself. |
| | Action point 16 | Make use of risk management. |

Table iii: Summary of strategic plan

The strategic plan is divided in two parts. The first part includes the strategies for the variables; physical, economical and socio-cultural. During the investigation of the cases and reading literature, it became clear that these variables are being influenced by steering instruments. The second part of the strategic plan includes the strategies for the steering instruments; city marketing an organisation.

This strategic plan is an advice to show cities how post-use of World Expo areas can be made more successful. With the use of this strategic plan it should be easier for cities to gain this optimal post-use.

This strategic plan will support the urban development of the city if the quality of the area is perceived positively by the future users of the area. Future users are attracted to the area by creating an urban centre in a good accessible infrastructural network.

This strategic plan will supports the economic growth of the city if the existing and new economic activities can survive on the longer term and do not limit other economic activities in the city. Longer term continuing investments in the post-use are needed before profit will be made. In the end the economic growth is dependable on the willingness of private investors to invest in the post-use development of a World Expo. Also the willingness of the public bodies to invest in an optimal post-use depends on the economic growth.

Conclusions

The research question is answered with the creation of the strategic plan. Besides answering the research question, some general conclusions are made:

- This research has showed that a World Expo can perfectly be used to upgrade a run-down area in order to obtain a successful post-use for the area. The Lisbon case is the proof of this conclusion;
- In general a transformation project is more complex than a green field development, therefore the use of an expo seem more logic to use as catalyst in a transformation project.
- Another essential point that has to be made is that an integral vision, goals and strategy are needed for as well the expo-project as the post-use project.
- In order to learn from mistakes, research and monitoring are needed before and after a World Expo.
- There has to be concluded that the feasibility of a post-use project is much dependent of the economic situation of the country or city at time of implementation.

Recommendations for future research are:

- The conclusions of this research are based upon the findings in literature and in the two selected cases, for more validity of this research extra cases studies can help to strengthen and extend the strategic plan.
- To avoid subjectivity in a case, future research could consider interviewing multiple experts with the same background and story to tell.
- The strategic plan of this research can be implemented in practice. A future research with the involvement of possible host-cities could lead to specific designed, more concrete strategic plans for post-use of specific areas. That research would include a more practical approach.
- The variables discussed in this research have been investigated at the surface. In order to deepen the investigation, one variable can be selected for further research.



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A INTRODUCTION

This part will first introduce the research topic; the World Expo. Followed by a concrete problem statement and the research question. Also included in this part are the research objectives and its societal and scientific relevance. The introduction part will conclude with the research methodology, which includes with the research design.



Eiffel Tower, Expo 1889 Paris

1

Research introduction

1.1 World Expo

International Exhibitions, in this research further called World Expo or short Expo, are since 1851 a fact. The most memorable ones in Europe are; the very first one in 1851 in London with the Crystal Palace, the 1900 international exhibition in Paris with the Eiffel Tower and the 1958 in Brussels with the Atomium. World Expos are until today big events that last for three to six months. World Expos receive in that short time-span millions of visitor from all over the world. The social aspect is to meet and exchange with different people, companies and countries in order to learn from each other.

1.1.1 Characteristics

According to Wilson and Huntoon (2001; p373) are World Fairs complex economic, political and planning events that combine decisions about a short term festival with long term land use management. According to Roche (2000) World Expos belong under the category of mega-events (appendix 1). Mega-events in an urban context are 'large events of world importance and high profile which have a major impact on the image of the host city' (Law, 2003)

A mega-event can be viewed in two main respects. First, with regard to its internal characteristics; that is its duration and its scale (i.e. number of participants and spectators, number of individual sessions, and levels of organisational complexity). Second, in respect of its external characteristics; which mainly take account of its media and tourism attractiveness, and its impact on the host city (Malfas, 2004). Additionally the internal characteristics of mega-events can be add up with the next determinants: the mega-events its organisational complexity and the involvement of diverse entities such as governments, private corporations and public groups.

Key dimensions for mega-events are that size matters and time matters (Roche 2000). The event is rather large of scale and has a short time-span. Also, mega-events have an extraordinary character. They are beyond the international and urban event calendar. Due to this internal characteristic the event can be considered as extra-ordinary. Indirect linked to this extra-ordinary character are the external characteristics of its media and tourism attractiveness.

Impact on cities

Due to the large scale of mega-events these events can have a significant impact on cities. Organising mega-events is often accompanied by major interventions and revitalization in a city. According to Vrijaldenhoven (2006) mega-events can usually been seen as a contribution to urban development. Because these events have an impact on cities, cities are willing to

host such events and hope to profit from it. Some cities use mega-events as a catalyst in a masterplan. Those cities put a lot of time and money in so called city marketing. In the theoretical part of this research more theoretical insight about mega-events and its impacts can be found.

1.1.2 Registered and Recognized expo's

World Expos are official exhibitions which are categorised by The Bureau International des Expositions (B.I.E.).¹ B.I.E. was established by a diplomatic international Convention signed in Paris in 1928. Its function is to regulate the frequency of exhibitions under its jurisdiction, to ensure their quality and to guarantee that they are organised in compliance with international law.

The first official World Expo according to B.I.E. was in 1851 in London. Since then many Expos have been held in America, Europe, Australia and also Asia. Appendix 2 shows a complete list of expos hosted since 1851.

The B.I.E. put expos in different categories in order to have different types of expos. Over the past years these categories have changed. At present time the expos can be put into two categories. The B.I.E. recognizes two types of B.I.E.-sanctioned expos: registered and recognized.

Up until Aichi's expo in 2005, expos were classified as either universal (Category I) or specialized (Category II). Universal expos were the larger, in area and content, of the two categories of events with correspondingly higher attendance. An universal expo was hosted roughly every 10 years and participating countries were expected to build their own pavilions; the themes for universal expos were intended to be very broad, encompassing a range of possibilities for participants.

The specialized (Category II) expos were intended to be hosted in between the years of the larger events, and so took place generally every five years. The themes were focused on narrower topics and the host city was required to provide exhibit space to participants. With some exceptions, the duration of both universal and specialized expos was about six months. With the shift to the registered and recognized categories in 2005, some important changes

¹ According to the B.I.E., the world Expo is an international exhibition; The Exhibitions are a unique place of encounter where education takes place through experimentation, cooperation through participation and development through innovation. They are an expression of a message of universal interest; an educational and recreational experience; laboratories of experimentation showcasing the extraordinary and the new..

| | <i>World Expo</i> | <i>International Expo (Specialized)</i> |
|-------------------------|---|---|
| <i>Category</i> | Registered | Recognized |
| <i>Frequency</i> | Every 5 years | Between 2 World Expos |
| <i>Maximum Duration</i> | 6 Months | 3 Months |
| <i>Participation</i> | States, international organizations, civil society, companies | States, international organizations, civil society, companies |
| <i>Theme</i> | The theme must reflect a universal concern | The theme must be specialized |
| <i>Construction</i> | The participants themselves design and build their own pavilions | The organizer makes available to participants the pavilions' modules free of rent and charges |
| <i>Site</i> | Unlimited surface | 25 Hectares maximum |
| <i>Host city</i> | City looking to accelerate projects of urban and economic renewal | City looking to establish themselves on the international arena and to promote growth |

Table 1.1: Type of Expo's according to BIE

in the approach to hosting an expo have been made. First, the size of the sites for the recognized expos has been limited to a maximum of 25 hectares. There is no restriction on the size of the site for the registered expo. Next, the recognized expo is limited to three months' duration, while the registered expo can be up to six months' duration. See Table 1.1 for an overview of the differences in expo types, registered and recognized. This research will use the word 'World Expo' for both type of categories.

These category changes are an attempt of the B.I.E. to help minimize the costs of hosting and participating in an expo. The concerns are often expressed by host cities as well as participants.

1.1.3 Expo built environment

An important aspect of the expo is its built environment. The expo needs many different facilities and services for an efficient operation of the expo during those three or six months, for 7 days a week and for 24 hours a day. Defining and locating these facilities is a key part of master-planning the site (Linden, Creighton, 2008).

The most known buildings of the expo are the national pavilions. Each participating country can design and build their own pavilion. The national pavilions are the highlight of any expo. They are the representation of each participating country, meant to capture the essence of its culture, society, people, and the messages it wants to project to the world. They are constructed with the hope to reinforce the friendship between the host country and the participating country, while welcoming all visitors who enter to see, feel, hear, smell, and taste a piece of what the country has to offer. National pavilions are constructed under some rules set up by The B.I.E. See box 1 for extra information about these rules.

BOX 1

The rules for the national pavilions differ per type of expo. Gordon Linden says:²

“At the Recognized Expos, like Zaragoza and upcoming Yeosu in 2012, the organizers provide space for the participants which they then fit out with their individual exhibits; after the Expo is over, the participants, by contract, must remove all of their installations. What the organizers do with the buildings depends upon their own requirements: in Lisbon, the buildings became part of the Lisbon Trade Fair while in Aichi they were removed and a park was developed.”

“At the Registered Expos, most countries, but not all (due to financial and other reasons) will build their own pavilions. This is the format for Expo 2010 next year in Shanghai. The participation contract for countries building their own pavilions requires them to return the site to the condition which they received it in prior to the Expo. In other words, the participants must dismantle the pavilions. They can relocate them elsewhere, perhaps returning them to their home country, or simply dismantle them and perhaps use some or all of the parts for other projects elsewhere.”

“There have been exceptions to this Registered/Universal situation in Seville, Hannover and elsewhere wherein the organizers have agreed with the participants that the buildings can remain for post-Expo use. In most cases where a pavilion remains after an Expo, the participants are simply leaving the structure for future use by the local community and have no continuing responsibility, financial or otherwise, for the running of the facility.”

² Gordon Linden AIA, AICP is Manager of Planning and Urban Design with Parsons International, based in Dubai, UAE where he has responsibility for directing the planning of a variety of mega-projects in the Middle East. During his career, he has worked on numerous one-time events, including Olympic Games and International Expositions; recently he was part of a team assisting Toronto, Canada in assessing the potentials for hosting an Expo in 2015..

Additional to the rules of the Registered Expos the B.I.E. says that at the upcoming expo in Shanghai participants can choose between three types of pavilions:

- A Self-built pavilion: designed and built by an official participant on the plot allocated by the Expo organizers.
- A Rented pavilion: module of pavilion built by the Expo organizers and rented to an official participant for customization.
- A Joint pavilion: covered exhibition space in a joint pavilion constructed by the Expo organizers and allocated to developing countries free of charge.

The buildings, facilities and services at an expo site can be found in the overview Table 1.2. A division is made between main buildings, other building and facilities & services. The main buildings of an expo are quite spacious and take therefore quite a lot of space. Next to these main buildings there are other buildings, which are needed for expo staff and prior to the opening. And at last the facilities and services. These are needed for a smoothly operation of the expo during the three or six months of opening.

| <i>National pavilions</i> | <i>Offices for Expo staff</i> | <i>Food beverages and retail services</i> |
|-------------------------------|---|---|
| Theme pavilions (one or more) | Preview centre (in operation prior to expo) | Visitor services: restrooms, lost and found |
| World Expo centre | Flag Plaza | Info kiosks, ATM and post office |
| Expo performance centre | | Security, emergency and fire facilities |
| | | Support, warehouse and waste facilities |
| | | Restricted parking and employees areas |
| | | Amusement, children's play, entertainment zones |
| | | Pedestrian Paths |

Table 1.2: General overview of buildings at expo site

Real estate is of significant matter during the expo. It is very important that the buildings at an expo site follow a coherent design and scheme that establish the character and culture of the guest environment, and visually and physically knit the site together. This is essential to an expo because the individual pavilions and other structures are quite different from the built environment that people experience in cities. (Linden, Creighton, 2008)

The (value of the) post-expo real estate depends of the expo lifecycle.

1.1.4 Expos' changing character

The challenge and life span of expos from 1851 till now changed of character. There are differences in character which can be made, according to Vrijaldenhoven and Clark. The category of Vrijaldenhoven is more general about mega-events, then the category of Clark, which focused more on the devolvement of the World Expo itself.

Vrijaldenhoven

According to Vrijaldenhoven the development through time of mega-events can be distinguished into three era's; Age of Liberalism, Age of World Wars and the Age of Neo-Liberalism (Vrijaldenhoven, 2006, p.p. 15-16). After a short description of each period an overview is visible in Table 1.3.

Age of Liberalism (1851-1914)

The first era, Age of Liberalism, runs from 1851 to the outbreak of the First World War, 1914. This was a period of emigration were also socialism rose. An important aspect for the development of World Expos in this period was the Second Industrial Revolution. Investors and businessmen were looking for a platform to show and sell their inventions and used sites in the city to assemble and present their wares. Mega-events were held to boost the industry.

Age of World Wars (1914-1989)

The second period, is the period between the wars, therefore it can be called Age of World Wars. This period runs from 1914 till 1989. This era is characterized by strong governmental power and socialism. This power was reflected in the events being held in this era. Mega-events were hosted for political reasons in this era.

Age of Neo-Liberalism (1989-2012)

The third era, age of Neo-Liberalism, runs from 1989 till 2012 and can be prolonged. The beginning of this period was characterized by economic growth. This is also the era where public services were privatized. These two elements caused mega-events to become interesting for the private sector to incorporate. There can be said that mega-events in this period are commercialized. Also security measures have to be taken into account in this period due to the fear of terrorist attacks.

| <i>Era</i> | <i>Time Period</i> | <i>Characteristics</i> |
|----------------|--------------------|---|
| Liberalism | 1851-1914 | <ul style="list-style-type: none">- Socialism rose- Second industrial revolution important aspect for development Expo- Boost for industry |
| World Wars | 1914-1989 | <ul style="list-style-type: none">- Strong government power- Socialism- Mega-events for political reasons |
| Neo-Liberalism | 1989-2012 | <ul style="list-style-type: none">- Economic growth- Public services privatized- Mega events are commercialised- Security measures for terrorist attacks |

Table 1.3: Expo evolution overview by Vrijaldenhoven

Clark

According to Clark (2008) also three eras of World Expos can be distinguished; the era of industrialization, the era of cultural exchange, and the era of nation branding. See Table 1.4 for an overview of each era.

Industrialization (1851–1938)

The first era is called the era of 'industrialization' and covers roughly the period from 1800 to 1938. In these days, World Expos were especially focused on trade and famous for the display of technological inventions and advancements. World Expos were the platform where the state of the art in science and technology from around the world was brought together. The World Expos of 1851 London, 1889 Paris, 1893 Chicago , 1900 Paris, 1904 St. Louis and 1915 San Francisco can be called landmarks in this respect. Inventions such as the

| <i>Era</i> | <i>Time Period</i> | <i>Characteristics</i> |
|-------------------|--------------------|---|
| Industrialisation | 1851-1938 | <ul style="list-style-type: none"> - Focus on trade and technological inventions. - Platform for state of the art science and technology from around the world to be brought together. |
| Cultural exchange | 1939-1991 | <ul style="list-style-type: none"> - Themes of cultural significance become more dominant. - Issues such as '<i>mankind</i>' and '<i>the future</i>' are addressed. - Cross-cultural dialogue and the exchange of solutions more defining. |
| Nation branding | 1991-present | <ul style="list-style-type: none"> - Use the event as a platform to improve national images. - <i>Nation branding</i> becomes a primary participatory goal; the event serves as an advertising campaign. |

Table 1.4: Expo evolution by Clark (2008, p.52)

telephone were first presented during this era. An important part of the image of World Expos have arise from this first era.

Cultural exchange (1939–1991)

The 1939 New York world expo and the 1949 Stockholm world expo represented a departure from the original focus of the expositions. From then on, World Expos became more strongly based on a specific theme of cultural significance, and began to address issues of humankind. They became more future oriented and 'utopian' in scope. Technology and inventions remained important, but no longer as the principal subjects of the expo. "Building The World of Tomorrow" (New York, 1939) and Sports (Stockholm, 1949) are examples of these 'new' themes. Cross-cultural dialogue and the exchange of solutions became defining elements of the expos. The dominant expo of this era is Montreal's expo in 1967. It was also during this time, specifically in the 1960s, that B.I.E. organizers started calling 'World's Fairs' Expos.

Nation branding (1992–present)

From Expo '88 in Brisbane onwards, countries started to use World Expos more widely and more strongly as a platform to improve their national images through their pavilions. Finland, Japan, Canada, France and Spain are cases in point. A large study by Tjaco Walvis called "Expo 2000 Hanover in Numbers" showed that improving national image was the primary participation goal for 73% of the countries at Expo 2000. In a world where a strong national image is a key asset, pavilions became advertising campaigns, and the expo a vehicle for 'nation branding'. Apart from cultural and symbolic reasons, organizing countries (and the cities and regions hosting them) also utilize the World Exposition to brand themselves.

This nation branding is also visible in the amount of participating countries in the World Expo since the Seville '92 Expo. From that point on the participating countries was a lot more than before. More than a 100 countries were participating comparing to an average of nearly 40 countries during the period of cultural exchange, from 1939-1991.

Today's World Expos embody elements of all three eras. They present new inventions, facilitate cultural exchange based on a theme, and are used for city, region and nation branding. Table 1.5 is showing the important elements of expo's development which summaries this section.

| Character change and Development of expos | Industrialisation 1851-1945 | Cultural exchange 1945-1991 | Nation branding 1991-present |
|---|---|---|---|
| Liberalism 1851-1914 | Industrial boost Product market Platform for trade & technology | | |
| Age of wars 1914-1989 | | Government power Cross cultural dialogue | |
| Neo liberalism 1989-2012 | | | National image building Commercialized Economic growth Security need on fear of terror Global competition & marketing |

Table 1.5: Overview of important characteristics of Expo's development and changing character

1.1.5 The Expo lifecycle

The lifecycle of an expo can be put into four main periods, see Figure 1.1. The first period is the period where a country or city decides to bid on a expo candidature. The second period are all the preparations before the event. The third period is the event itself. And the fourth and final period is the post period of the expo. All the four periods have their own characteristics and are important for that matter. Altogether, an expo project takes several years to complete.

An expo project goes through a series of steps before the actual event happens. Appendix 4 shows an elaborated overview of the main tasks within each step. Figure 1.1 shows an overview of step 1 to step 7.

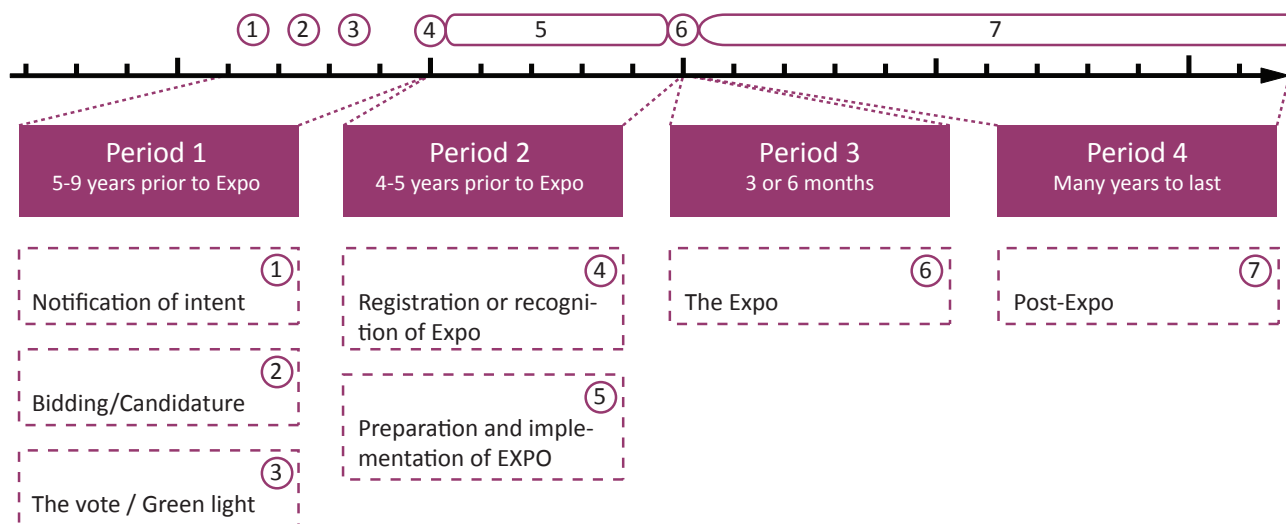


Figure 1.1: Periods and steps in expo project

1.2 Problem analysis

A look at the expo lifecycle shows us the differences in time length of the distinct periods. The post-expo period is far out the longest period of the lifecycle. This period is a very important period concerning the use of the expo area, its real estate, its infrastructure and its public space. This period needs to be planned as much as the other periods of the expo lifecycle.

Reutilisation masterplan

Are cities and organisers well prepared about the matter what to do with the post-use of expo areas? Question marks can definitely be put here. Organizing host cities focus more on the organization and staging of the events rather than looking to the post-expo period of the event. According to the B.I.E. the organisers are responsible and therefore have to submit a reutilisation plan for the site to the B.I.E. since recent years.

According to a study of tourism in European cities, large scale once-only events do not make a fundamental contribution to the local tourist industry, unless they fit into a long-term strategy which also provides for a follow-up (van den Berg L. et al., 1995). The aspect of long-term perspective is significant concerning the post-use of world expos. Again, do cities and organisers of expos make a reutilisation plan that contains a long-term perspective?

Opportunities and treats

A host-city and participating countries put a lot of attention in creating the expo site and its pavilions. This process takes a lot of time and involves a lot of capital. Then when the event is over, a given fact is that the area no longer has a function anymore. This could cause problems for the city; the area could become neglected because the area has no function, the area its liveability will decrease and therefore more abandoned. The expo-site can also be destroyed. This will cause a destruction of capital and will not add value to the urban development of the city. Building an expo-site and demolishing it after six months of usage, to build from scratch again, is a time and money consuming process. The third option which is most likely is to create another function for the area of the former expo-site. In a lot of cases this has been done. Every host-city implemented this in its own way.

Lessons learned

Looking into several World Expo and post-use cases the most of the cases indicates the problem of not having an optimal post-use plan of the expo-site. See appendix 4 for some extra information about the post-use of former expos. These cases show there are different approaches possible to deal with the former expo-sites. Some approaches have work out better than others. The cases of Montreal, Knoxville and Vancouver show temporarily solutions by creating new functions to the former expo-site. It seems that the host-cities are using ad-hoc strategies to anticipate on the functioning of those areas. Another example is the case of Seville. Here most of the World Expo real estate was demolished in order to develop something new. The area has been a building site for more than seven years, were it was only in use and accessible for six months.

Research statement

To continue, organising a World Expo means a lot of investments. But, do the total World Expo investments outweigh economic returns in the post-expo period? The area should

contribute to the development of the city and to the economic development. The World Expo should be used more as a catalyser for the city. To conclude, there is no clear way 'how to make best use' of post-expo areas, the clear statement can be:

World Expos areas should be optimally used after the event, in order that it supports the urban development and economic growth of the host-city.

The post-use of the expo should be made optimal by setting prior to the expo qualitative and quantitative post use goals. Else it is impossible to work 'correct and optimal' for the post-use period.

Going further, the lacking of long-term pre-set strategies and/or the successful implementation of these strategies are also a cause of this problem statement. With long-term planning cities can try to give direction to the future use of the expo area and even for the future of the whole city.

Goals and contradictions

The goal for most host-cities is to use an expo as a tool to create 'a better city'. A city want to put itself on the map again for tourists, for new inhabitants for new businesses. Organising an expo gives the city an opportunity to develop or redevelop a part of the city in order to attract new people and businesses. The future use of an expo site should therefore be focussed on supporting the urban development and economic growth of the city.

Another important aspect what needs to be taken into account is that there are usually significant conflicts and/or contradictions between the requirements of the event and its post-event usage (Servant, 1996;p104). This last aspect could even be the starting point for possible solutions in this research, according to the contrasting usage of the pavilions during and after the expo.

Post-use of expos involves a lot. It has different layers and aspects like; the physical built environment, the economical aspects, the cultural aspects, the social aspects and even the political aspects. Some layers and aspects are more interwoven with each other than others. For this research a focus will be on the layers; physical, economical and socio-cultural. Of course the layers overlap as well a bit.

1.3 Research question

What is optimal use? Does this mean a hundred percent physical use of a specific area, a hundred percent profit on the economic business in that area or a hundred percent socio-cultural support in that area? Optimal use could refer to making 'the best use of' the post-expo period.

In order to create an optimally post-use, clear vision, reachable goals and a well planned strategy are needed. A vision is a view which a city has on the future image of the city. Within that vision concrete goals are set to be achieved. A strategy then is a plan of action designed to achieve the concrete goals. Finally, strategies can be used to create a more optimal post-use for the expo. What the best suitable strategy eventually is could not be told; reality and practice will tell us.

The research question of this research is:

What **strategic plan** can lead to **optimal post-use of World Expo areas** which **supports the urban development and economic growth** of the city both on short and **long term**?

Answering this research question involves more than just one step. Every part of the research is forming the stepping stones of a great river, where the final part brings the research to the other side of the river and giving an answer to what is been asked.

In general there need to be investigated what the effects expo's have on the city and its development, on both short and long term. This could first be found in literature and second by empirical research. By framing the effects in a model an overview of all effects arises. Every effect has a certain action plan prior to the effect itself. So what also needs to be investigated, is what former host-cities have done to create those effects.

Again, the strategy is an important aspect for creating optimal post-use. Strategies for the post-use of expo areas should be introduced during the preparation and planning of an expo. Not when the event is staging or when the event is over, but right at the start of the lifecycle of an expo-project. Decisions made in the preparation period of the expo lifecycle have consequences for the post-use of the expo. For that reason strategies for the post-use of expo should be involved within the preparation period of the expo. But what do cities need to set up these strategies? This will be discussed in the literature part.

Interesting to know as well is if the strategy affected the long-term urban development and economic growth. After an investigation of former expo cases and with the use of literature, criteria can be set-up in order to create the most optimal post-use for expo areas.

The following sub-questions will be answered in this research.

Literature research

- What do cities need to set up strategies for future use? Specifically to realize a preferable future post-use of World Expo areas?
- What is an urban (re)development strategy and how can urban redevelopment strategies be used as a tool for cities to strive for urban development and economic growth?
- What is a city marketing strategy and how can city marketing be used as a tool for cities to strive for a certain image creation?
- How can impacts be identified and categorised?
- What impact variables will be studied in the case and how can these impacts variables be measured?

- What kind of vision, objective and strategy did the former host-city developed, to make the best out of expo areas post-use?
- What were the results and effects of the implemented strategy? What impacts have been identified in the case?
- What were the strengths and weaknesses of the case considering the implemented post-use strategy?

1.4 Research objectives

This research has more than the objective to answer the research question. The first objective of this research is to find out what former host-cities have done to make the best out the post-use of expo areas. By investigating former expo's an informed overview of post-use options become visible.

In the second place it is important to find out how the chosen plans have affected the long-term urban development and economic growth of the city.

Thirdly, this research wants to serve criteria that are needed for optimal post-use. To be able to use the criteria in practice a fourth objective is part of this research: to find out what model could be best made where the criteria to create optimal post-use are captured in.

The overall aimed result of this research is an advice that will be given on the hand of an explanation and description. The results will be useful to future host-cities of World Expos. It could even be useful for future host-cities of other mega-events. The result might also be useful to investors that want to invest in these post-uses and to the government politics.

1.5 Relevance

The relevance of this research will be described according to the societal and scientific point of view.

1.5.1 Societal relevance

Every city that wants to organise an expo has to make plans on the coming event. Having an expo in your city is of great matter for the development of the city. Having an expo will have consequences for the inhabitants of the city. A World Expo will have influence on the liveability of the area and surroundings where the event is held. It is of societal relevance that after the event this area should still be an added value to the city.

Sadly this has and is not always the case. Cities struggle with the post-use of expo's areas. This research delivers a step in the direction to prevent having inappropriate areas and real estate which are not good for the image, culture and economy of the city.

1.5.2 Scientific relevance

There has been done a lot of research about expo's and mega-events, about strategy developing and urban development. The key of this research is to connect these types of research into one overall research which can be learned from. This research will deliver new material to discuss. Also, there is a need for more scientific research on expo's as Monclús (2009) put it: "The subject of expos as city promotion strategies and catalysts for urban renewal operations has not been the focus of any specific analysis, except for monographs devoted to isolated cases. There have been no studies to date devoted to the impact of expos, at least comparable to those dedicated to the Olympic Games."

1.6 Research methodology

This research should produce sustainable advices on 'how to make best use' of post-expo areas by generating strategies which can be used by cities. These strategies should support as well the urban development of the city and its economic growth. The advice will be given in the form of a strategic plan together with a working model. This model can play a facilitating role in the optimal post-use of expo areas.

1.6.1 Research strategy: literature studies and case study approach

In order to answer the research question, this research will make use of literature studies and the experience of case studies.

The literature studies are captured in the theoretical framework and provide knowledge on urban development and city marketing strategies which create certain impacts for mega-events and World Expos. These impacts are categorised and form the basis to be tested in the second part of the research. Namely the case study approach.

A case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used (Yin, 2009).

To continue, case studies are based on an in-depth investigation of a single individual, group, or event to explore causation in order to find underlying principles. Case studies topics can be about individuals, organizations, processes, programs, neighbourhoods, institutions, and even events. They provide a systematic way of looking at events, collecting data, analyzing information, and reporting the results.

As a result the researcher may gain a sharpened understanding of why the instance happened as it did, and what might become important to look at more extensively in future research.

It can also be a good opportunity to highlight a project's success, or to bring attention to a particular challenge or difficulty in a project.

Case studies should not be confused with qualitative research and they can be based on any mix of quantitative and qualitative evidence.

In this research the case studies cover the phenomenon of a World Expo project development. The links and boundaries between the project and its context will be investigated with the use of multiple data sources. The case studies should give an adequate analysis of the specific situation and progress in that case. Both cases will give lessons learned of what has done right or wrong and what aspects need more focus.

The data of case studies will be collected through multiple sources. Three important sources

are direct observation, systematic interviewing and documentation. The design of the case study research is a multiple-case embedded design. Two cases will be investigated in this research in order to gain a lot of information about the planning an organisation of the post-use Expo period. The design of the cases are embedded due to their multiple units of analysis. The next paragraph will select the two cases. After collecting the data and analysing the data of each case individually, a cross-case analysis will follow in order to compare the cases on specific aspects and conclude out of this.

1.6.2 Case study selection

More than fifty expos have been organised since 1851. Out of these expos two cases will be selected. The selection is not random, but has been based on selection criteria. The selection criteria are set up as follows:

- *The case should be a host-city in Europe*

Cities in Europe that have organized an Expo are similar to each other in the amount of population they have. Cities in the United States, Canada, Australia and Japan are usually bigger according to population numbers.

By doing this case study It might happen that a visit is necessary to the selected city. A city outside Europe has a greater barrier to travel to.

- *The case should be a recent expo*

The year when the Expo took place is an important criteria. More recent World Expos have more information to look up. Because it a more recent Expo it is more interesting to look at. How does the area looks and works now, just several years after the Exhibition.

Therefore the case has to be younger than 20 years.

- *The case should involve both types of expos: Specialized and World*

The World Expo is every 10 years according to BIE. The Specialized Expo has a special theme and is there for smaller. For this case study it is interesting to see if there are different strategies for these types of Expos, therefore minimal one of the cases need to be a special World Expo.

Unless the difference of size, the World Expo and Specialized Expo can be compared.

According to these selection criteria , the options of cases to select are:

- Seville 1992 – World Expo
- Genes 1992 – Specialized Expo
- Lisbon 1998 – Specialized Expo
- Hannover 2000 – World Expo
- Zaragoza 2008 – Specialized Expo

The selected cases are Hanover and Lisbon.

Zaragoza is still to fresh to look at the post-use of this expo. Genes was an expo in the shadow of Seville, that same year. Two cases will give an adequate amount of information in order to answer the research question. Hanover as well as Lisbon used both their own specific strategy what makes it interesting to analyse and compare these cases with each other.

1.6.3 Research tactics: observation, interviews and documents

In order to achieve the research objectives relevant data is required for this research and its case study research. Observing the former expo areas will gain some of the required data, but not all. By organising in-depth interview with experts, specific information about the cases and its post-use will be collected. Studying the documents will also provides a lot of data.

1.6.4 Research design

The research design has been put into several parts and each part will be discussed. In Figure 1.2 the research model can be found. The outline of the report is based on the research design.

Part I: Introduction and analysis

The start of the research will include the introduction of the topic and some background information. The problem analysis with statement will be described in this part followed by the research question. The methodology of the research will conclude the first part.

Part II: Theoretical framework

The second part is the theoretical framework. Literature divided into several parts will deepen and broader insight into the topic of mega-events and expos. The themes are related to each other and form generic theories which will be helpful in the process of tackling the problem. The literature studies form the baseline of the research, which are therefore parallel oriented in the research design. The research questions can partly be answered with this literature review. The theoretical framework will conclude with an conceptual model.

Part III: Empirical research (Case study research)

Only theoretical research would not be sufficient to answer the research questions. Part III is the start of the case study research. In this part the relevant sub-questions will be answered by doing case studies on two European ex-hosting-cities. Vision, goals and strategy are relevant information to collect during these case studies. Especially concerning the post-use of the expo area. The analysis of the case studies will give insights of what former host-cities did in the process before the staging of the World Expo. What vision, goals and strategy did they have upfront in order to set up this post-use. And if in the end the planning turned out well or if there were set-backs. The theoretical framework can overlap the second part of the research, due to extra literature studies that are needed on the topic of strategies and their post-use. This literature will be add up to the theoretical framework.

Included in this part as well is the cross-case analysis directly after the investigation of two cases. After the cross-case analysis the strategic plan can be set up, this is done with the help of a optimisation model. This together will help future host-cities to organise their post-use of expo areas optimally, so that it will support the urban development and economic growth.

Part IV: Conclusions and recommendations

The last part of the research is saved for final general conclusions, reflection on the research and for recommendations for further research.

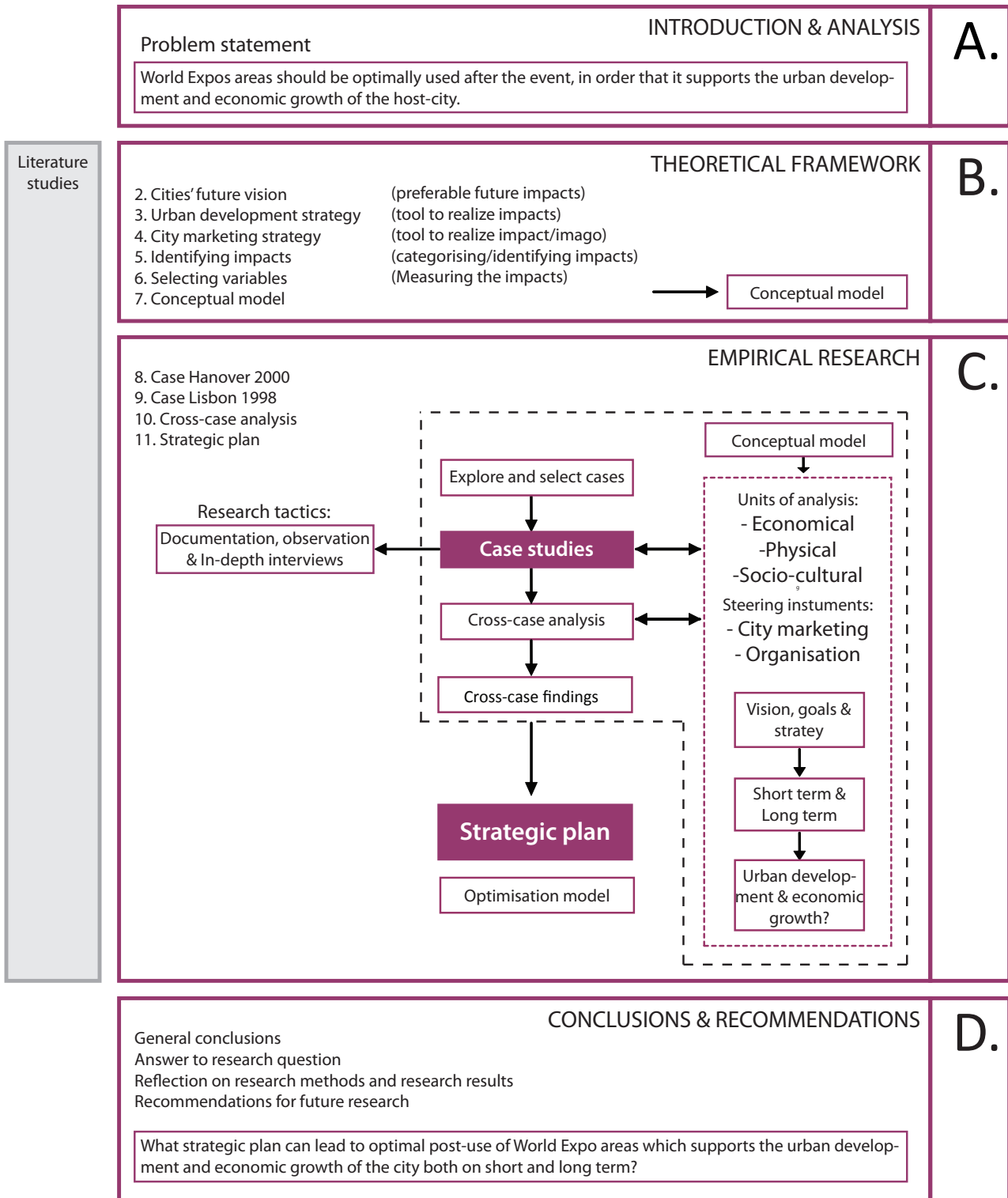
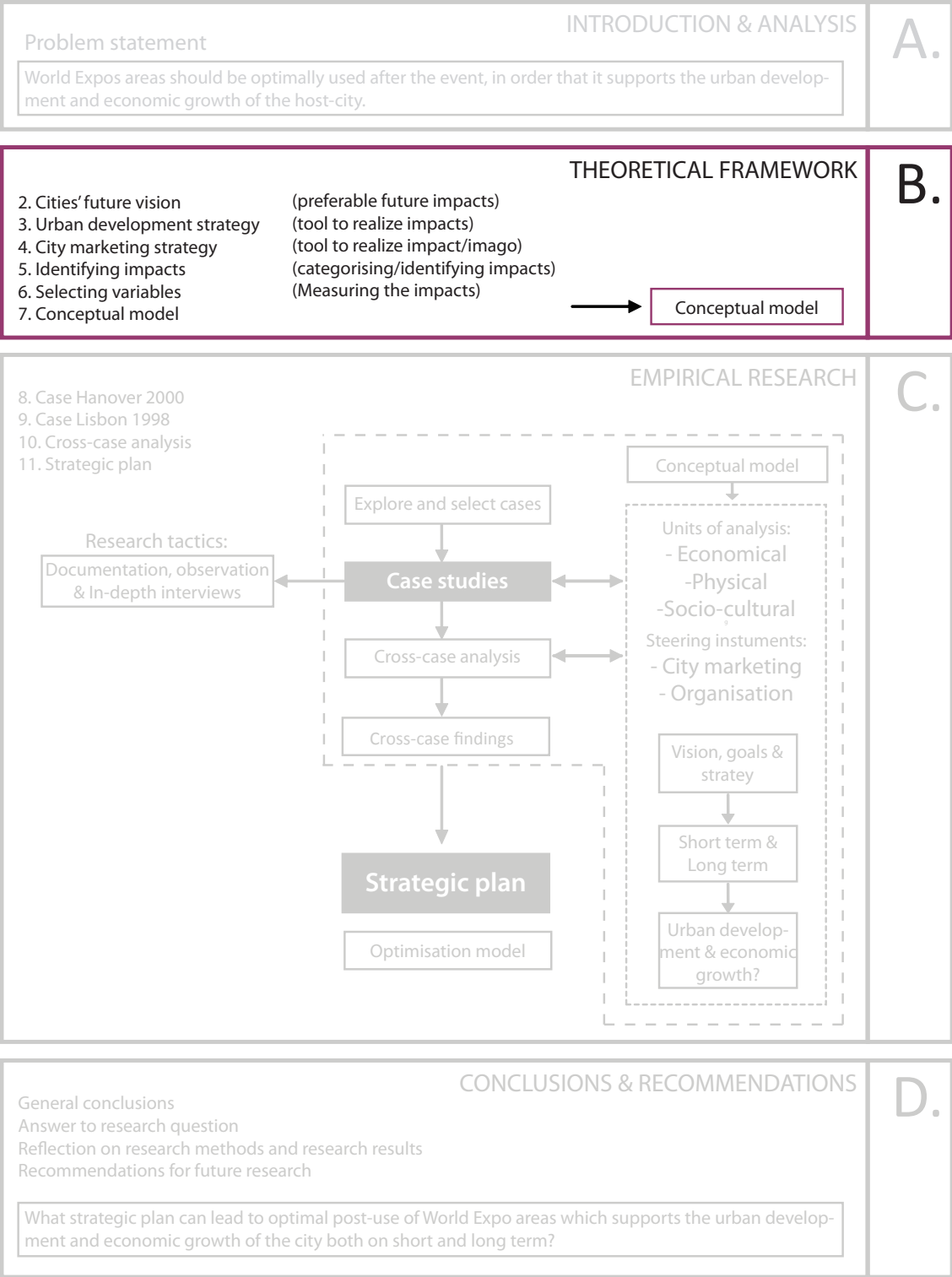


Figure 1.2: The research design



Literature studies



B

THEORETICAL FRAMEWORK

This second part will provide theory literature studies that will make it possible to specify, broaden and deepen the knowledge of the research topic. There will be a focus on different themes and the research question will be further elaborated on several aspects. This second part will give answer to the next sub- questions:

- What do cities need to set up strategies for future use? Specifically to realize a preferable future post-use of World Expo areas?*
- What is an urban (re)development strategy and how can urban redevelopment strategies be used as a tool for cities to strive for urban development and economic growth?*
- What is a city marketing strategy and how can city marketing be used as a tool for cities to strive for a certain image creation?*
- How can impacts be identified and categorised?*
- What impact variables will be studied in the case and how can these impacts variables be measured?*

The theoretical part will conclude with a conceptual model that is used as framework in the case studies of this research.



Space Needle, Expo 1962 Seattle

2

Cities' future vision

- What do cities need to set up strategies for future use? Specifically to realize a preferable future post-use of World Expo areas?

This chapter should give answer to the sub-question quoted above. Strategies evolve from visions and goals. This chapter will discuss the relationship between these concepts and explain what each concepts incorporates.

2.1 Four concepts

According to Weber (2006) an organisation becomes visible through the next four concepts: vision, mission, goals and strategy. These concepts show the personality of an organisation. A city can be seen as an 'organisation' that should have these concepts. The relation between the concepts are shown in beneath Figure 2.1. Vision is the most general concept. From that a mission is created, followed with goals and finally a strategy can be realised.

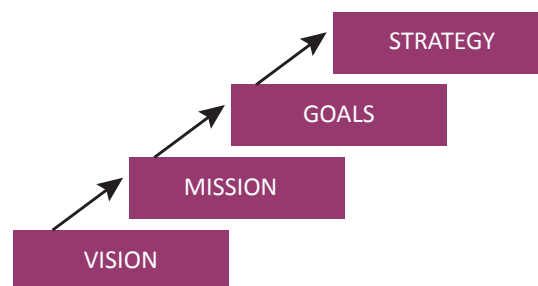


Figure 2.1: Relation between vision, mission, goals and strategy

Vision

City municipalities need to create a future vision when they want to (re)develop their city. Cities can show with a vision what they see and want they want to achieve. A vision is an ambitious and original view of the future. Municipalities make vision and zoning plans in order to plan how the urban area should be in the future. Important is that large projects like expos are well incorporated into this vision on the long term to work positively on the cities development and position in the world.

Mission

When speaking about the mission we speak about a statement. It appears that a mission statement is set up from five elements:

1. Working area

- Who are we? What business are we in? It describes the core activities of the organisation.

2. Existence

- Why are we on earth?

3. Significance for stakeholders

- What we do for whom?

4. Norms, values and beliefs

- Which norms, values and beliefs are central in our actions?

5. Intentions and ambitions

- What is the task we face? Guiding ideals to be aimed for.

Goals

At this level, the creation of the goals, it becomes more concrete what the organization wants to do. When speaking of goals the organization needs to accomplish a measurable end result, that is achieved within a certain timeframe. The goals can be on many levels and areas like financial, commercial, logistical, societal, production or personnel.

A good formulated goals gives answer to six 'W-questions':

1. What do we want to achieve?
2. Why do we want to achieve this goal?
3. Who are involved?
4. Where are we going to do this?
5. When will it happen?
6. When do we know when the goals are achieved?

The answers to the six W-questions will make the goals SMART:

| | |
|--------------------|--|
| Specific | the result is specifically defined |
| Measurable | objectively measure results |
| Acceptable | people involve find it an acceptable objective |
| Realistic | results to be achieved are ambitious but realistic |
| Time framed | date and time of achieving results are known |

It is important that all actors involved stands for the goals, itself identifies with the goals and with maximum effort ensure. With good formulated goals we are not there yet. How you want to achieve those goals are discussed in the strategy.

Strategy

To achieve the set goals a city needs to do where they are good in and what the market ask from them. Through which way and how they do it is the essential of the strategy. Figure 2.2 shows the strategic triangle.

A thorough strategic analysis is needed to give answers to the questions in the triangle. Not only should be looked in what the city is good in but also to what can be done better if we



Figure 2.2: The strategic triangle

look to competitive cities. A city can do a client research about what citizens of the city think. What has the city to offer and where they are good in or weak at? A SWOT analysis will give the city an internal and external analysis on where they stand.

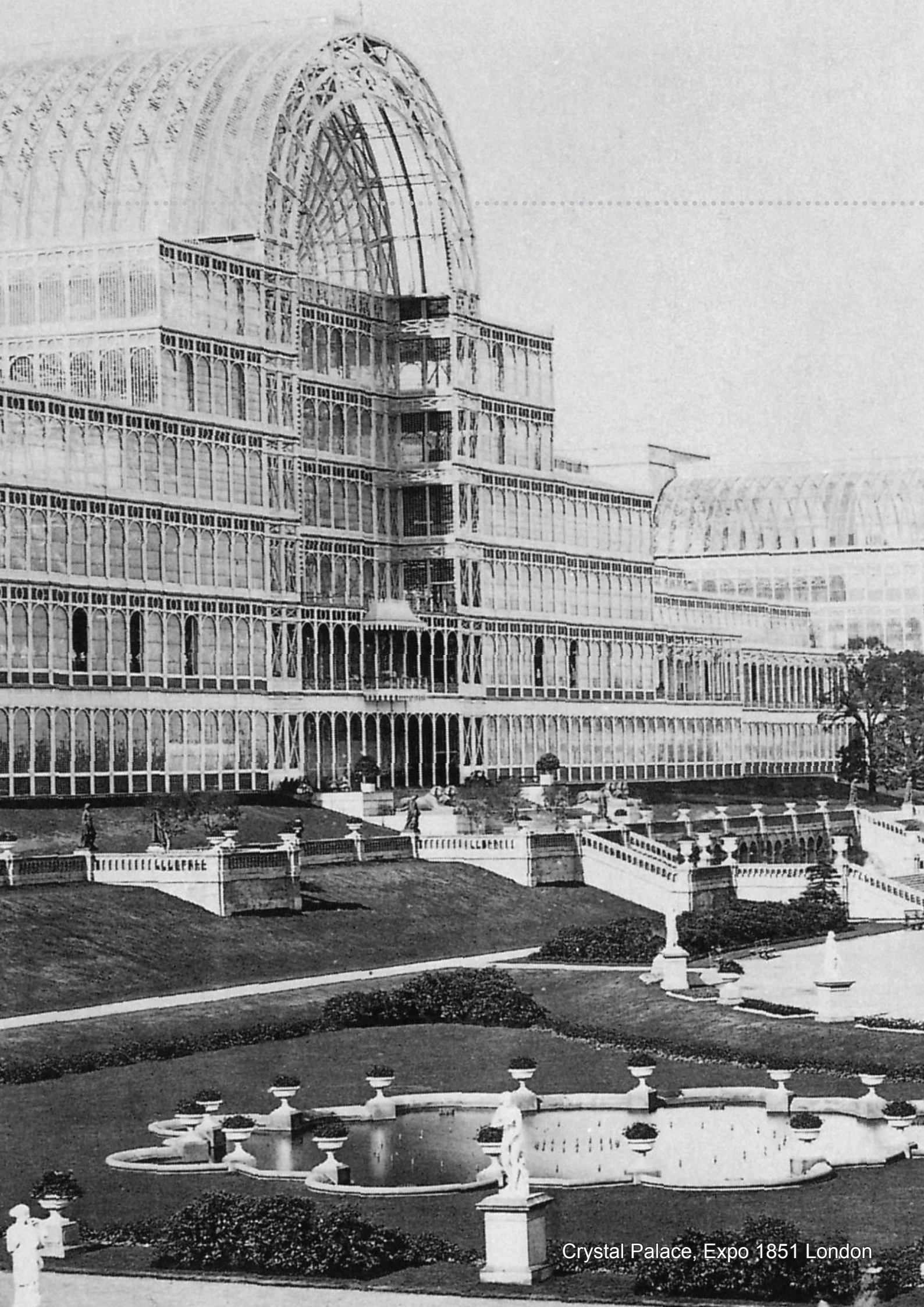
When strategy and goals are set, still noting concrete has been done. The next step is to work out the details in operational plan. In other words also called a step by step plan where the concrete activities are set.

2.2 Summary

This chapter has given an answer to the following question:

- What do cities need to set up strategies for future use? Specifically to realize a preferable future post-use of World Expo areas?

Cities should use vision, mission and goals in order to create a strategy. When this strategy should realize a certain post-use for World Expo areas, the vision, mission and goals should have a focussed view on the specific area. In this research the focus will be on the vision and goals of the city that leads to the city's strategy.



Crystal Palace, Expo 1851 London

3

Urban (re)development strategies

This chapter should give answer to the following sub-question:

- What is an urban (re)development strategy and how can urban (re)development strategies be used as a tool for cities to strive for urban development and economic growth?

When cities have decided on their future vision and goals, the strategy will follow. The city will create a plan to implement that future vision. These plans contain strategies on urban development and economic growth as well on city promotion. Expos are recently being used in these urban development strategies. On the one hand the city promotes and on the other hand the city accelerates its urban development and economic growth.

The organization of expos should be integrated within the long-term planning and future vision of a city. The expo contains for that reason more than only its organization. It has parallel projects and long term objectives.

3.1 Definition of urban regeneration

One of the first problems encountered by those who work in 'urban revitalisation' is the lack of agreement on the right concepts, their definitions and the absence of a single accepted theory (Roberts & Sykes, 2000, p. 20). The evolution of urban regeneration identifies as a constant movement from reconstruction in the 1950s to revitalization in the 1960s, renewal in the 1970s, redevelopment in the 1980s and regeneration in the 1990s (Roberts & Sykes, 2000). This research chooses to use the term 'urban redevelopment'. This broadly refers to what Roberts & Sykes (2000) calls 'urban regeneration': "Urban regeneration is a comprehensive and integrated vision and action which leads to the resolution of urban problems and which seeks to bring about a lasting improvement in the economic, physical, social and environmental condition of an area that has been subject to change." (2000;p17)

3.2 Urban (re)development strategy elements

Every urban development strategy contains different elements which together forms the strategy. All the elements are to be studied and made a choice about finally. Also when an expo is part of the urban development strategy choices have to be made on these elements of a strategy.

The elements that are studied in this research, in part C; the empirical research, are shown in Table 3.1.

| Elements of urban development strategy |
|--|
| Financing and funding: <i>Public funding - Private funding</i> |
| Planning and phasing |
| Location: <i>Green field - Brown field</i> <i>Central site - Dispersed site</i> |
| Building elements/structures: <i>Temporarily (short term) - Permanent (long term)</i> |
| Transport |
| City marketing |

Table 3.1: Elements of urban development strategy

Urban redevelopment with the use of mega events

According to Smith and Fox (2007;p1128/5) events seem to leave a more positive physical legacy when they are embedded within wider regeneration strategies. This matches the approach outlined by Carriere and Demaziere (2002) who advocate urban development that includes an event, rather than using an event to encourage urban development. Also Greg Clark (2008;p27) is contributing to the idea of implementing the legacy in a broader development plan: "The best legacies result from good planning and design of legacy activities so that they work with the grain of the event, but are also rooted in the goals and aspirations of the place. The two things must come together."

3.3 Actors and relationships

Who takes the initiative and responsibility in such strategies? It is traditionally assumed that the private developer assess market opportunities, initiates development projects and takes the risks. However, developers also take a level of profit into account.

In the case of redevelopment and refurbishment projects developers need to be persuaded to take risks by the provision of substantial subsidies to fill the gap between the cost and value of the development. Risks can be covered by assurances about the economic future of the area through image campaigns, and by the coordinated strategies of public agencies. In this case, it is the public agencies who are the risk-takers.

The public sector can be the initiator of development opportunities. If they are landowner in the area it makes it a lot easier. Also land owners can be initiators.

The Merchant City in Glasgow is a 'product' of the public sector; they took the risks (and responsibility) and coordinated the development. This case shows that local developers were risk minimizers whilst the national developers were profit maximizers and speculators.

It can also be more complex to initiate a development project. This was the case for Hebburn (Tyne and Wear). Here the mayor landowners, the local council and the volunteer sector were the key actor in search for development opportunities. Eventually a national developer became involved with the housing development proposals.

Also Urban development Corporations and local growth coalitions can be the openers of a development. They do this through the promotion of highly speculative, proposed flagship projects armed with subsidies as well as place marketing initiatives. They are often assisted by development and planning consultants and by marketing agencies. All these initiatives

were targeted at national developers and financial institutions.

In some cases the national developers may form a partnership with local ones. In others the locally based developers form together a local network to exploit the benefits generated by the public sector.

It could be concluded that local development activities have become dependent on the national development companies and public sector funds as it was before. (Healey et al., 1992, p. 120-122)

3.4 Summary

- What is an urban (re)development strategy and how can urban (re)development strategies be used as a tool for cities to strive for urban development and economic growth?

An urban development strategy is a tool to use when new development plans are necessary for a green or brown field area. These strategies (Urban regeneration) includes a comprehensive and integrated vision and action which leads to the resolution of urban problems and which seeks to bring about a lasting improvement in the economic, physical, social and environmental condition of an area that has been subject to change.



Atomium, Expo 1958 Brussels

4

City marketing strategy

- What is a city marketing strategy and how can city marketing be used as a tool for cities to strive for a certain image creation?

In this part of the theoretical framework the definition of city marketing will be made clear. What is city marketing and why do cities use city marketing? What is the goal of city marketing? Next to this the relation between city marketing and mega-events will be discussed and why hosting a mega-event and city marketing are strongly related in recent times.

4.1 Definition

Before the definition of city marketing, a clear definition of marketing is needed. Marketing is a social and managerial process whereby individuals and groups obtain what they need and want through creating and exchanging products and value with others (Kotler, 2004). The definition of city marketing can be found in many sources. The next two definitions are coming back in different sources:

“City marketing is a market-oriented operation of a municipal organization to get all urban stakeholders (community organization, residents, business companies and social institutions) so far that the city can promote its self to the outside world.” (Krouwels, 1994)

“City marketing is the location support and promotion of the cooperation between privates and the government, in short the pure orientation of the objective of economic development. In wider sense, city marketing also includes all activities to support different aspects of social welfare.” (Paddison, 1993)

Looking to other definitions, the term ‘market-oriented approach’ in Krouwels definition comes back. In this kind of approach you see the cooperation between local government and public bodies with a market-oriented approach focus on the needs of the target groups. By satisfaction of those needs, it results in a promotion of social welfare. Van den Berg (1990;p3) added the argument of city marketing saying: “includes the promotion of all aspects of societal welfare”.

The target groups that should be taken into account when city marketing is used in a strategy are according to Kotler three parties. First the local and regional governments, second the entrepreneurs in a city and third the citizens of a city. The last party is an important party according to Kavaratzis (2004); citizens are a excellent target group in carry out the image of

the city. It is of great importance that these parties work well together in order to establish a good city marketing. (Kavaratzis, 2004)

A city or region has more targets groups, like their citizens and future citizens, their companies, investors and their tourists.

To make a categorisation of the scope of target groups in city marketing it's divided as follows:

- Citizens
- Companies
- Government
- Tourists

For every target group a specific marketing goal is needed, together with an marketing plan or strategy.

See the Table 4.1 below:

| <i>Target groups</i> | <i>Marketing goals</i> | <i>Marketing plan/strategy</i> |
|-------------------------------------|--|---------------------------------|
| Citizens | Consumption, investment | Promotion/ individual promotion |
| Companies | Investment, entrepreneurship | conference |
| Government (local, region, federal) | Investment, governability | Networking and lobbying |
| Tourists | Consumption: gain revenues from tourists | Identity, public attractors |

Table 4.1: City marketing target groups and its goals and strategy

Identity and image are words which are interlinked with city marketing. Every city has its own identity, its own personal character. This identity is determined by several aspects: location, age, appearance, size and attributes such as famous buildings, businesses or events (Buursink, 1991). While the identity of the city is more about what the city is and from who it is, the image of a city is more about how the city is presenting itself towards the world; how the world intercepts this.

If we go back to the definitions of city marketing, a couple of commonly points come forward:

- 1) Profiling of all actors as a whole;
- 2) Activities of the city should connect to the strategy of a municipality or county;
- 3) There must be a balance between the actual identity and the image;
- 4) There must be a certain ambition in the application of city marketing, in a way to save the imagination and articulation of a brand from identity to a desired image.

According to Kotler (1999) city marketing is an instrument in the development of identity and image. It is about these four activities:

- 1) The development of a strong, attractive position and image for the city, starting with choosing of a few unique and distinctive core values that in combination characterized the city. The positioning put a city down to a certain ambition which can be made: claim and evidence go hand in hand;
- 2) The provision of efficient and accessible products and services of a city. With this it is important to have a good infrastructure, a high level of facilities and new attractions and events to keep new business and public support on track and to attract new investors;

3) Promotion and communication: tell the world who the city is and what the city can offer, in order that users are completely aware of the distinctive advantages. A second instrument can be; offering attractive incentives for current and future users of the products and services of the city.

4) Citizens are part of the image of a city and therefore they determine as well the identity and image of the city as a whole. Therefore it is important that they are hospitable, kind and that they share the civil pride to new target groups.

4.2 Aim

So why do cities use city marketing? Do they want to show off their qualities? According to Berenschot (2006) a management consultancy firm, there are several reasons to use city marketing:

- Cities compete with many other (European) cities and that competition is getting stronger due to the European unification;
- The market chooses and decides faster and has access to all necessary information. Many cities do not have their advantages clearly pointed out;
- The fragmentation of city promotion is often too big and there is no final responsibility for the brand of a city, for as well the product as the promotion.

Next to the word city marketing you hear a lot of city branding. Both have their own definition. According to European Institute for Brand Management, EURIB there is a conceptual difference between city marketing and city branding. "With marketing the needs and wishes of consumers are the guiding for the actions of an organization; with branding the self-chosen vision, mission and identity are the given direction. 'City branding' refers to the use of branding techniques on geographic locations in the broadest sense of the word."

According to Dick de Jong, from Brandaris Placemarketing, city marketing is more than only promotion, communication and branding. The city marketing has to be based on a good insight of the market, the position of the city next to their competitors and target groups. Within a good marketing strategy there must be attention for product, price and promotion. The city should not only focus on promotion but there must be made a connection with the urban development of the city. If that connection will not be made we are talking about city promotion or image management.

The aim of city marketing is not only promoting the image of the city. New techniques use city marketing also as an instrument to attract inward investment and to gain revenues from tourism.

According to Kavatzis (2004;p61): "What is new, however, is the conscious application of marketing approaches by public planning agencies not just as an additional instrument for the solution of intractable planning problems but, increasingly, as a philosophy of place management".

"The new urban entrepreneurialism in the form of city marketing is having an impact on the restructuring of the urban economy." (Paddison, 1993, p343)

We should also know when marketing goes wrong. A risk analysis of city marketing is needed. Marketing of cities can be very complex as the way Paddison (1993) puts it: "The marketing of cities is problematic". There are several reasons for this. First, cities are relatively 'inflexible'. Second, the product around which the place marketing effort should be focussed is not unambiguous. To put it in another way, while marketing is conducted frequently at city level, its impacts frequently extend beyond the city boundaries, raising the problem of whether the marketing effort should be organised at some regional, as well as be urban, scale. Thirdly city marketing raises questions of political accountability and of equity.

4.3 Relation to mega-event

City marketing can be used in different strategies. One of these strategies is using a mega-event to improve for example the city its image. According to Nielsen (2001), using special events, like mega-events in order to improve place image is an old strategy. In 1936 the Nazi's used the Olympics as a mean to promote their regime (Avraham, 2004). Nowadays this has changed; a city uses a mega-event as a catalyst for the cities masterplan or for attracting more tourists and putting the city on the global map. Expos are part of a city marketing strategy.

In order to improve their image, cities undergo substantial changes in the urban landscape. This is the result of large-scale investments in the private and public sectors. The resulting development and renewal of municipal space and upgrading of city infrastructures strengthen the cities' competitive edge and raise their rating in the global hierarchal system (Avraham, 2004). Cities see positive effects in using a mega-event in 'promoting' their city. The question I would ask then is, for how long will this mega-event be memorized? When the event is staging, it will have its international media attention, but when the event is over, will it still be attractive? Off course if the event was a success it will profit from it. It can attract more tourists to the city. Still this is a city branding strategy that works on the short-term.

The World Expo is a mega-event where the city or country can make use of promoting their image, because every World Expo has its own theme. With this theme the host-cities promote what the city and country has to offer.

The city of Glasgow can be taken as example that illustrates that city marketing techniques, and in particular that of image building allied to hallmark events, can be used as more than a mere promotional aid by which to attract inward investment. Glasgow was in the 1980s a industrial city in decline. But in 1990 the city was designated as European Cultural Capital. Quantifying its economical impacts is filled with methodological difficulties. But using the simple indicator of the number of visitors to the city, the strategy of using a hallmark events linked to image reconstruction, has dividends in the growth of urban tourism. (Paddison 1993)

Marketing an event like a World Expo implies overcoming two major aspects. Firstly, it is necessary to raise the awareness of, divulge to, and subsequently attract a broad range of target-groups towards a product which does not yet exist, and which is constantly being reinvented, redesigned, and readapted as construction proceeds, until it is finally ready

only on opening day. Secondly, promotion requires on-going marketing communications and a build-up into a stronger becoming of rhythm and intensity. Both constraints should be incorporated when organising an World Expo.

Place competition and marketing

The hosting of mega-events has become a global imperative of competition between nations, regions and even individual cities, which try to attract international investment. More specifically, 'place-competition' and 'place-marketing' are the effects of global competition and capital mobility in the contemporary borderless world (Dunn and McGuirk, 1999). In that sense, the internationalization of capital can enhance the mega-event as a form of 'place marketing' for inward investment (Kearns and Philo, 1993). Cities indeed are nowadays becoming increasingly concerned with promoting local economic development within their own boundaries, which involves forms of restructuring of the city, region or even country, such as physical restructuring that enhances the repackaging of the location's identity (Malfas et al., 2004). City marketing can play a important role when cities strive for image creation. Organizing a World Expo can help the city to boost the development of this image creation.

Harvey (1989) refers to mega-events as one of the main products of post-modern society and a key means by which cities express their personality, enhance their status and advertise their position on the global stage. Globalisation and the economic restructuring of cities have been powerful factors in enhancing the attractiveness of mega-events as stimulants to urban economic development (Hughes, 1993; Mules, 1993).

4.4 Summary

- What is a city marketing strategy and how can city marketing be used as a tool for cities to strive for a certain image creation?

City marketing is not an goal on itself but a tool. An instrument to realize the city and regional future vision. The city's future vision has to be the starting point of a city's marketing strategy. If this future vision is not explicit yet, the first step is to set this future vision for the municipality. The next step is to translate this vision in concrete goals. These goals will form the basis for the developed city marketing strategy.

In order to operationalize the city marketing strategy, it needs to be measured. This can be achieved in several phases. First one needs to know what the vision and goals of the city are and what image the city want to achieve. Second one needs to find out what has been done to realize and achieve these goals, the image. The step by step plan of the marketing. And third does this city marketing strategy is in line with the urban strategy a city has? Table 4.2 is showing an overview of these phases.

Measure city marketing strategy

Phase 1: What image did they want to achieve? Vision, mission, goals?

Phase 2: Did they do the marketing right to achieve this image? Step by step plan?

Phase 3: Does the urban strategy match the image?

Table 4.2: Phases of measuring city marketing strategy



Habitat, Expo 1967 Montreal

5

Identifying impacts

- How can impacts be identified and categorised?

The impacts caused by mega-events should be categorised in order to have a clear overview what the impacts really are. This chapter will first identify impacts through literature review and conclude with an impact model.

5.1 Mega-event impacts

Organising a mega-event encompasses much more than only the event itself. It will leave its marks in the host-city when the event has passed. Ritchie (1984) and Hall (1997) argue; “the mega-event may be of short duration but it has an impact and meaning far beyond the event itself for the host city”.

This impact can be noticeable on different aspects, like location, scale, timing, positive/negative and direct/indirect. A lot of authors have their opinions about this:

- Authors Hall (1992) and Getz (1997) say the next about mega-events: “Mega-events are short-term high profile events like Olympics and World Fairs that are usually thought of in terms of their tourism and economic impacts.”
- Hiller (2000) argues that there is an increased awareness that the mega-event can also be a vehicle for some form of urban transformation. Globalisation and the economic restructuring of cities have both been powerful factors in the attractiveness of mega-events as stimulants to urban economic redevelopment. (Roche 1992; Hughes, 1993; Mules, 1993)
- Looking beyond the event, it has also become evident that mega-events can be analysed as tools of government policy or expressions of political ideologies (Hill, 1992).
- Sola (1998) suggests that mega-events usually have an extraordinary impact on the host area in terms of one or more of the following: ‘tourist volumes; visitor expenditures; publicity leading to a heightened awareness and a more positive image; related infrastructural and organisational developments which substantially increase the destination’s capacity and attractiveness’.
- Langen & Garcia (2009) have done a literature review on measuring the impacts of large scale cultural events. Their conclusions are that there is a lack of attention for long-term impacts, a lack of clear methods to measure intangible socio-cultural impacts and that the environmental impacts of large scale events remain a virtually untouched subjects matter.
- Hall (1992) has argued that environmental, socio cultural and political effects are probably more important than economic ones, but have tended to be ignored because socio-cultural impacts are less easily quantifiable and research concerned with socio-cultural effects may

find results that are less politically attractive.

To conclude, it is accepted within the relevant literature that the motive of cities behind the decision to stage a mega-event are its potential positive consequences, and predominantly its contribution to economic development and urban regeneration.

To continue further on mega-event impact, literature of different authors have been studied. All will be shown hereafter. To conclude the identification of impacts the literature will be captured in an impact model.

5.1.1 Malfas' impacts division

Table 5.1 is a summary overview of the different impacts possible when hosting a mega-event. The research of Malfas (2004) forms the basic content of this summary overview. It shows possible solutions for strategies to incorporate in mega-events for its economic growth and urban development. The impacts are divided over four layers: socio-economic, socio-

| <i>Socio-economic impacts</i> | <i>Socio-cultural impacts</i> | <i>Physical impacts</i> | <i>Political impacts</i> |
|---|---|---|---|
| <i>Positive expectations</i> | | | |
| Potential positive impact of the event on the local economy, which in turn can improve the social status of the host community. | Increase the local interest and participation in cultural activities. | Improvement of the physical environment of the host city. | Local governments have become comparatively autonomous from central governments. |
| Increasing the awareness of the city or region as a tourism destination -Tourism impact can be on short-term. | Strengthen regional traditions and values, and increase local pride and community spirit. | Construction of new structures. | The competition to host and manage mega-events has been an integral part of urban politics. |
| The knowledge for investment and commercial activity in the region | contribution to the quality of life of both the individual and community | Infrastructural development: construction of new roads and the development of the public transport network. | New urban politics: local government-based decision making and bureaucratic politics were essentially replaced by a dynamic business leadership. |
| Job creation (event related) -In tourism, retail and construction industry during the event. | Contribute to transforming the image of the host city. | Improve the physical appearance of the host city or region. trigger for large-scale urban improvement. | New urban politics often involves business corporations, in profitable alliances. |
| Social standards of host-community Welfare of the population. | | Undertake joint projects in order to serve multiple purposes. | The use of tax money for staging the event. |
| <i>Negative expectations</i> | | | |
| Make the life of low-income residents more difficult (due to rise in rent and housing prices). | Civil liberties issues at stake. | Additional environmental problems. | Micro-political factor: This applies to the desire of individuals to utilise the visibility offered by the involvement with an event with a view to enhancing their careers in both political and non-political arenas. |
| Exacerbate social problems and deepen existing divides among residents. | Security issues. | When infrastructure projects speed up, other public works can be delayed or displaced. | |
| Jobs mostly are low-paid and temporarily. | | | |

Table 5.1: Summary overview mega-event impacts (Malfas et al. 2004)

cultural, physical and political. According to Malfas (2000;p218) we have to be aware of the following: “Along with organizing a mega-events comes increased city awareness, economic development, job creation and urban regeneration but those have been witnessed along with high inflation, expensive housing, threats to civil liberties of certain groups, terrorist acts and even city defamation after revelations of bribery scandals.” This shows that the impacts are not always positive, they can be negative as well.

5.1.2 Effects by De Groot

De Groot (2005) has done an assessment on the effects of World Expo. He defines effects according to the next ‘layers’: Economical effects, scientific and technological effects, image building, social and political effects and infrastructure and urbanisation. See an overview in Table 5.2.

Negative side effects according to de Groot: Environmental damage, overcrowding, social dissent, increased crime and a phenomenon known as the post-event depression may occur

| <i>Economic effects</i> | <i>Scientific and technological effects</i> | <i>Image-building</i> | <i>Social and political effects</i> | <i>Infrastructure and urbanization</i> |
|---|--|---|---|--|
| <i>Positive expectations</i> | | | | |
| Catalytic role in various economic sectors for country | contribute to the development of knowledge | Increase the level of local interests and the participation in the type of activity associated with the event | | New roads, |
| Increase in trade, catering, lodging, events and railway turnover | Influence on the development of science and technology to be presented | Represent a modern forward thinking display of nation's contribution to humanity and to future development around the world | | New railways stations |
| Increase in income | Creation and innovation of new materials/products | Strengthen the regional traditions, the values and the community spirit | | New airports |
| | Expansion of knowledge, science and technological popularization | | | New hotels built |
| <i>Negative expectations</i> | | | | |
| An increase in prices of real estate, lodging and catering. | Less important due to fast information spreads | | Overcrowding, social dissent, increased crime | Environmental damage |
| Incite negative reactions from local firms faced with new competition | | | Post event depression | |
| Increase in hiring - followed by an inexorable slowdown | | | | |

Table 5.2: Overview impacts by de Groot

when the ‘hype’ is all over.

The scientific and technological effects of Expo's are becoming less important due to information spreads so quickly with the internet around us. So that it is no longer the Expo's main task to inform but to clarify the future of humanity.

5.1.3 Linkages model of Hiller

Nice to show in this theoretical part is the linkages model of Hiller. According to Hiller (1998)

the impacts of mega-events can be distinguished into three kinds of linkages. Forward linkages refer to the effects caused by the event itself. Backward linkages refer to the powerful background objectives which justify or rationalise the event. Parallel linkages are side-effects which are residual to the event itself and not directly under the control of event organisers. This longitudinal approach also distinguishes between pre-event, event and post-event impacts so that unintended and unanticipated consequences can be identified. These three types of linkage help to clarify the different impacts which mega-events may have. They are not neat compartments and may overlap, but they provide a useful heuristic device.

Outcomes are not always simply positive or straight-forward and the impact of the event may be cross-cutting and much more complex. In fact, it may be that the consequences of the event are very mixed or that the outcome of the event may depend on one's perspective rather than to be offered as singularly successful for all. Hiller (1998;p47) concludes: "Impact assessment ought to be part of every mega-event plan, and that impact equity and a mitigation plan to control adverse affects ought to be in place."

| Forward linkages <i>EFFECTS CAUSED BY EVENT ITSELF</i> | Backward linkages <i>POWERFUL BACKGROUND OBJECTIVES</i> | Parallel linkages <i>SIDE-EFFECTS, NOT ANTICIPATED</i> |
|--|---|--|
| Increased tourist visits | Change image host-city | Local merchant benefitting |
| Short-term jobs | New policy initiative | Lost sales inside event-site |
| Improved infrastructure | Interest of business or capital for own prospects | Impacts neighbouring communities |
| | | Urban impacts |

Table 5.3: Overview of political economy model with examples

5.1.4 Specific expo impact?

In order to notice if there is any specific impact for Expo, more specific literature about effects on Expos has been studied. De Groote (2005) has done a multidisciplinary analysis of World Fairs and their effects. He states that exhibitions have a manifold impacts which will lead (even if it is temporary) to an increase in income and establishment of jobs, but they will, on the other hand, lead to an increase in prices of real estate, lodging and catering. De Groote also states that the unavoidable increases are often followed by an inexorable slowdown after the event. Expos can also have negative side-effects. Environmental damage, overcrowding, social dissent, increased crime and a phenomenon known as the post-event depression may occur when the 'hype' is all over. But the development of expos is closely linked with the birth of tourism in general and the growth of railway, metro and high speed trains.

The specific impacts seems to correspond with the general impacts of mega-events, discussed before. The Expo sites location have changed over the past history. This location change has left a specific impact on the post-use of the site.

De Groote argues that the first Expos took place in the heart of cities, inside the walls (= intra-muros). At the end of the 19th century the trend was towards setting them up in the outskirts or extra-muros: the exhibition of Vienna (1873) in the Prater Park, Philadelphia (1876) in Fairmount Park, Saint-Louis (1904) in Forest Park, Brussels (1935 and 1958) on

Heizel, Seville (1992) on Cartuja Island and Hannover (2000, 170 ha, of which 100 in the existing Messe-area).

Unfortunately, however, such sites have in the past died slowly after the exhibition closed, or been completely demolished, which can be avoided by planning the expo-installations in the context of a global and collateral program of development in the city.

5.2 The mega-event impact model

This paragraph will give answer to the following sub-question:

- How can impacts be identified and categorised?

As noticed there are a lot of impacts and effects when an mega-event is held. It is helpful to categorised these impacts according to theme, scale, time etc. Designing a specific impact model will help to structure all different impacts and effects of mega-events.

In the model several divisions are captured. First of all a thematic division has been made. The focus of this research will be on the economical, physical and socio-cultural layers. Therefore this will be also captured in this literature part. Second a time division has been set up, because effects can be expected before, during or after the event. A scale division is the third division which has been set up in the model. Impacts will be categorised according to, impact on location, impacts on city, impact on region and impact on country level. A fourth and last division is a simply positive or negative division. The division are shown in Table 5.4.


| <i>Thematic division</i> | <i>Time division</i> |
|--|--|
| Economical Physical Socio-cultural | Short term before event Short term during event Short term after event (0>5 years) Long term after event (>5 years) |
| <i>Scale division</i> | <i>Impact</i> |
| Impact on location / city / region / country  | Positive + or negative impact — |

Table 5.4: Overview different impact division

For the long term impacts the following need to be added: To ensure this long term impact, attention has to be given to make the impact realized. The impact need to be monitored, upgraded and change if needed to maintain.





| | | <i>Physical</i> | | <i>Impact</i> | | <i>Scale of impact</i> | | | |
|---------------------------------|--|-----------------|---|---------------|---|---|---|---|---|
| | | | | + | - |  |  |  |  |
| <i>Short term, before event</i> | Construction of new buildings | • | | • | | • | • | | |
| | Construction of new roads, railways, station, airports | • | | • | | • | • | • | • |
| | Development of public transport network: bus, tram, metro, train | • | | • | | • | • | | |
| | Environmental problem issues | | • | • | | • | • | • | |
| | Delay/displace of other public work constructions | | • | • | | • | • | • | • |
| <i>Short term, during event</i> | Improvement of public space | • | | | | | | | |
| | Environmental problem issues | | • | | | | | | |
| <i>Short term, after event</i> | Improvement of public space | • | | | | | | | |
| | Environmental problem issues | | • | | | | | | |
| | Improved infrastructure | • | | | | | | | |
| <i>Long term, after event</i> | <i>Added value area due to:</i> | | | | | | | | |
| | Improvement of the physical environment of the host city | • | | | | | | | |
| | Improvement of public transport network | • | | | | | | | |
| | Improvement of the image of the host city | • | | | | | | | |

Table 5.5: Physical impacts





| | | <i>Economical</i> | | <i>Impact</i> | | <i>Scale of impact</i> | | | |
|---------------------------------|--|-------------------|---|---------------|---|---|---|---|---|
| | | | | + | - |  |  |  |  |
| <i>Short term, before event</i> | Impact on employment | • | | | | | | | |
| | Construction jobs | • | | | | | | | |
| <i>Short term, during event</i> | Temporarily job creation | • | • | | | | | | |
| | Increased tourist visits | • | | • | | • | • | • | |
| | Benefits for local merchants | • | | | | | | | |
| | Increase in income (indirect impact) | • | | | | | | | |
| | | | | | | | | | |
| <i>Short term, after event</i> | Influence on real estate values | • | • | • | | | | | |
| | Increase in prices of lodging and catering | • | • | • | | | | | |
| | Decreased wealth of people with lower incomes (indirect impact) | | • | | | | | | |
| | Increased tourist visits | • | | • | | • | • | • | |
| | Incite negative reaction from local firms faced with new competition | | • | • | | | | | |
| | Increase in hiring - followed by an inexorable slowdown | | • | | | | | | |
| <i>Long term, after event</i> | Influence on real estate values | • | • | • | | | | | |
| | Can be a catalyst in various economic sectors | • | | • | | • | • | • | • |
| | Incite in trade, catering, lodging, events and railway turnover | • | | • | | | | | |
| | Incite negative reaction from local firms faced with new competition | | • | • | | | | | |
| | Economic boost for the local economy | • | | • | | • | • | | |

Table 5.6: Economical impacts





| | <i>Socio-cultural</i> | <i>Impact</i> | | <i>Scale of impact</i> | | | |
|---------------------------------|--|---------------|---|---|---|---|---|
| | | + | - |  |  |  |  |
| <i>Short term, before event</i> | Impact on neighbourhood community | | • | • | | | |
| <i>Short term, during event</i> | Security issues | | • | | | | |
| | Change image host city | • | | • | • | • | • |
| | Impact on neighbourhood community | | • | • | | | |
| <i>Short term, after event</i> | Increase interest and participation in cultural activities | • | | | | | |
| | Contribution to the quality of life | • | | | | | |
| | Impact neighbourhood community | | • | • | | | |
| | Image improving | • | | | | | |
| <i>Long term, after event</i> | Impact on neighbourhood community | | • | | | | |
| | Increase the local interest and participation in cultural activities | • | | | | | |
| | Contribute to transforming the image of the host city | • | | | | | |

Table 5.7: Socio-Economical impacts



Royal Exhibition, Expo 1880 Melbourne

6

Measuring impacts: selecting variables

- What impact variables will be studied in the case and how can these impacts variables be measured?

The physical, economical and socio-cultural variables will be studied according to how they can impact the post-use of the expo area. The physical, economical and socio-cultural situation has to adapt to an urban strategy. This part will discuss the physical, economical and socio-cultural elements according to its additional improvement after an Expo. An expo can specifically be used to nurture cultural and creative clusters in that area. Therefore literature about this topic is included under the socio-cultural element.

6.1 Physical variable

The first variable is physical. This variable will investigate the quality of the urban space.

Urban space

Urban space can be divided into built area and not build area. The built area is the real estate and the not build area is also known as the public space, such as parks and squares. The way how urban spaces is organized has an effect on how the area and its real estate will perform. An urban space which is more in use and lively, will have a better effect on the real estate's performance. The qualities of a place can measure the liveability of an area, and indirectly the success of the area and real estate.

Quality of place

According to Andrews (2001;p201) quality of place can be defined as: "An aggregate measure of the factors in the external environment that contribute to quality of life, which I in turn define as a feeling of well-being, fulfilment, or satisfaction on the part of residents of or visitors to that place." Quality of place is closely related to the ensemble concept of liveability, and to sustainability, which is a popular planning objective combining economic development, environmental preservation, and social equity dimensions (Andrews, 2001). Many factors can determine the local quality of place. Cultural amenities, crime, green spaces, and congestion are just a few of the factors determining the quality of place.

Specific target groups such as the creative class tends to concentrate in locations with specific urban qualities. Trip (2007) has made a overview of the main factors of quality of place and its indicators see Table 6.1.

| <i>Quality</i> | <i>Indicator</i> |
|-----------------------------|--|
| Diversity | Functional diversity, distinctive neighbourhoods, sufficient density |
| Specific amenities | Individual sports facilities, recreation areas and restaurants per capita; (semi-)public spaces for informal meetings (third places) |
| Liveliness; culture | Cultural and musical events; live performance venues per capita |
| Technology; innovativeness | Patents per capita; relative percentage of high-tech output |
| Talent | Percentage of people with a bachelor's degree and above |
| Creativity; bohemia | Percentage of artistically creative people |
| Tolerance; openness | Relative percentage of foreign-born people; idem gays |
| Aesthetics | Architecture; parks; urban heritage |
| Environment; sustainability | Natural environmental assets; environmental quality; reuse of older industrial sites |
| Safety | Crime figures |

Table 6.1: Main elements of quality of place and indicators suggested by Florida and related literature. Based on: Florida (2002a; 2005a; 2005b.), Kloosterman (2001), Glaeser et al.(2001) and Gertler (2004).

These elements should be present in order to attract the creative class. An Expo can offer the urban area a chance to develop these specific urban qualities. With the expo its culture, technology, innovation and liveliness it will attract the creative class on short-term. To attract the creative class on long-term as well, the aspects of the Expo should be well integrated in a urban restructuring plan. The federal, provincial and local government should working together.

As said before Trip has named specific elements that are important to indicate the quality of space. Jane Jacobs (1961) from 'The death and life of great American cities' considers that activity in the public space is an important element. To gain this activity diversity is an important variable. Jacobs has set up four conditions for generating this diversity:

- The district must serve more than one primary functions; preferably more than two.
- Most blocks must be short; that is, streets and opportunities to turn corners must be frequent.
- The district must mingle buildings that vary in age and condition, including a good proportion of old ones so that they vary in economic yield they must produce.
- There must be a sufficiently dense concentration of people.

In the next paragraph physical parameters will be introduced which are relevant to investigate in the post-use of World Expo development areas.

Physical parameters

Programme: function mix or monotone?

The first physical element to investigate is the programme of the post-use area. With this variable is meant what kind of functions are present on the case study site. According to several theories by authors Trip (2007), Jacobs 1961) and Florida (2004) a mix of functions

is desired to generate better use and gain more liveliness in the area. This element can be measured by the amount of diversity in the programme versus the monotonous of the programme. Function can be categorised into: housing, offices, education, culture and leisure, retail, production, shops and so on.

What the perfect urban mix is to sustain a viable area is hard to measure. The indicator to be measured with this variable is the monotone versus mix in the programme.

Accessibility

The second physical element that will be investigated is the accessibility of the case study site. This variable is very important to be incorporated in the urban area. The amount of public transport options can show if the area is well connected to the city and other regions. The infrastructure can show if nodes are situated in the right spot of the area. The travel time is also an indicator of how well the accessibility is for the specific case.

Linked to the accessibility variable is the aspect of how the case area is situated according to the location of the city. What place does it take in the city? This will be analysed as well for each case study.

When an area has a good accessibility the area will be used more often and will therefore be more alive and successful.

Human scale, grain size

Because size is really important in urban spaces this variable is important to add in the research. If you want people to use the area optimal the grain size of building and blocks should be on a human scale. Too big blocks and distance from one place to another will lower the use and liveliness on street level. The grain size of the case study site will be measured and analysed.

- Grain size of real estate
- Human (urban) scale

Public space

For the quality of a place this element is very important. But it is also a variable which is hard to measure due to the subjective opinion of it. A survey among neighbourhood residents of the case area should give answers about the aesthetics of the area. This survey has to be done under a certain amount of people otherwise it won't be valid and reliable measurement. Still measurement of this variable is not as easy as measuring the monotonous of the programme for example.

Safety

- Feeling of "being safe" = "Eyes of the streets"
- By maintaining the public space and buildings

This element is included, based on what Trip has indicated as a main element of quality of place. The use of an area will increase if people feel safe in that area. To have eyes on the streets people feel more safe. When the area is kept maintained, the area looks nicer therefore attract people and more safety.

6.2 Economic variable

Economic parameters

The second variable is the economical one. This variable will investigate the economical parameters in the case study caused by the expo such as: investments in the World Expo, population growth, employment rate, tourism sector, new economic activities, new business.

Conceptual model for economic growth

The economic reason behind organising a World Expo is gaining for economic growth. The Dutch Statistic Institute, (Centraal Bureau Statistiek) has made a conceptual model for economic growth which is visible in Figure 6.1. This model contains a number of layers with on the one hand, factors that influence the economic performance of a country and be counted among the business climate of a country or region and on the other hand the economic performance itself. The underlying layer contains factors that the preconditions of economic growth and social context determine: macroeconomic conditions, the functioning of government, infrastructure and society. The second layer contains factors that provide the drivers of economic growth: human capital and labor, innovation, entrepreneurship, free market system and capital. A third layer pays specific attention to the factors that are considered the determinants of economic growth, labor productivity and labor input/effort. A fourth and fifth layer finally pay attention to the things that ultimately result in economic and social forms: the gross domestic product (GDP), environmental sustainability and quality of life.

Each upper layer is to some extent influenced by the underlying layer. But even within the different layers there are relations between the various factors. For example, entrepreneurship and free market system influence each other. If entry barriers - for example to start or stop a business - are low, firms face more competition from each other and is entrepreneurship in the workforce more fueled. An example of the influence of an upper layer to the underlying layer is the fact that innovation usually involves training and education and thus leads to a

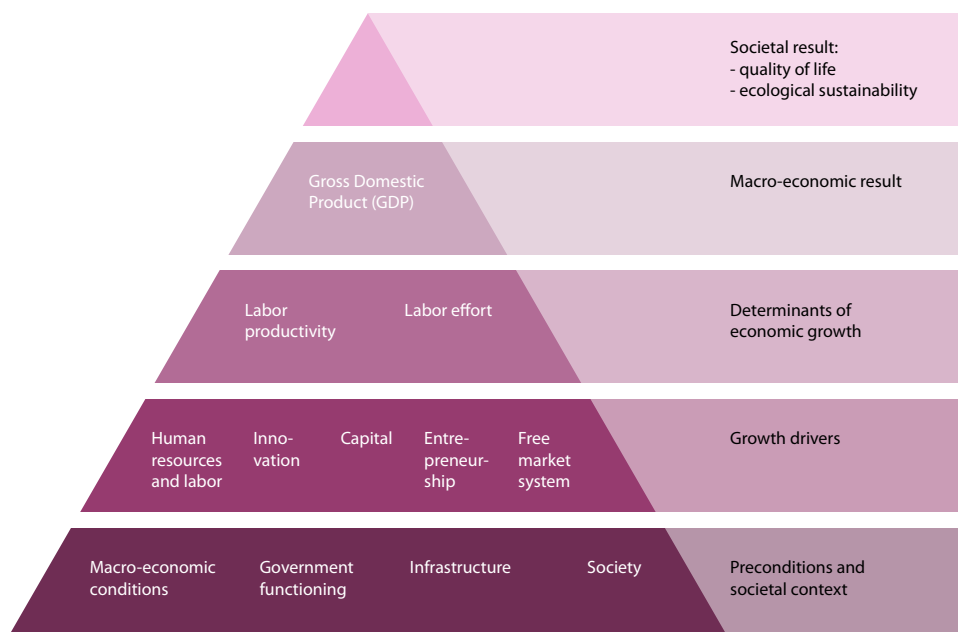


Figure 6.1: Conceptual model for economic growth by CBS

strengthening of human capital and a better knowledge. Innovation promotes growth and contributes indirectly through taxes back to the public finances and therefore also determine the macro-economic conditions. Although a model is a simplified representation of reality, it is a useful tool for the various factors involved in a business environment and economic growth in order.

Property-led urban economic development

Economic development through investing in property is called property-led urban economic development. Property-led urban economic development can be defined as a public sector strategy to encourage economic growth within a central-city jurisdiction by creating the conditions under which real estate investors are drawn to and can extract value from a place. (Healey 1990; Fainstein 2001)

According to Wolf-Powers (2005) land use planners have different opinions about the implication of property-led development for urban economies. One group sees the property centred strategies as innovation to make possible land deals that result in revenue-generating and amenity-creating development, with focus on commerce, retail and residential sectors. That such development is in the interest of the urban economy as a whole goes unquestioned. Another group is in contrast with this idea; radical urban theorists see property-based economic development as a malign, even violent expression of neo-liberalism and elitism. They see urban officials who has the power to regulate development and land use who are enlisted to produce a socio-spatial structure that supports the aims of property capitalists (N. Smith 1986, 2002; Feagin and Parker 1990; Mele 2000).

Wolf-Powers (2005;381) argues: "The fulcrum idea of the growth-machine thesis is the concept that government actors collaborate with and subsidize rentier elites to increase land value and land revenue without regard for the negative effects of property speculation and displacement on poor and middle-class city dwellers."

A third group could be planners who advocate for the benefits of both groups. This include then a structural dilemma. In this context planning professionals have a continuous challenge, to mitigate the market's excesses and distribute the benefits of economic growth to a wide public without hampering development or regulating land into unprofitability.

The following need to be taken into account; Property-led economic development is closely related to the philosophy that any given parcel of land should be put to its highest and best use, but this principle, applied repeatedly, can create diseconomies for a city as a whole in the long term.

According to Turok (1992) there are five ways in which property could contribute to urban economic regeneration:

- through the direct employment effects of construction-related activity;
- by accommodating the expansion of indigenous firms;
- by attracting inward investment;
- by revitalising run-down neighbourhoods;
- and by initiating area wide economic restructuring.

The five ways of property contributions to urban economic regeneration enlisted above by Turok (1992), can be connected to the World Expo seen as an inward investment. By organizing an expo a run-down neighbourhood can be revitalized and therefore also be seen as property contribution to urban economic regeneration. According to Dipasquale and

Wheaton (1996) urban land for industrial use is, on a square foot basis, worth less in the market than it would be if commercial or residential use were permitted there. Added up to that, industrial land, if it would be desirable for other purposes, is generally thought of as underutilized economically. Therefore World Expo's could be implemented in older industrial areas, to increase the economic situation of that specific area.

In recent years urban policy has come to rely increasingly on private-sector property development to provide the driving force. But due to the aspect that an World Expo is initiated with investments from public government, gaining for economic development through the use of a World Expo property is possible. World Expo property should transform after the World Expo into real estate that can attract new economies or extend the existing economies presented in the neighbourhood.

The cultural background of the expo can be used in order to attract the creative class to the area with the intention to initiate a creative economy. This creative economy is hard to put under one variable. It covers aspects of as well the economic variable as the socio-cultural variable. The next section will describe therefore, next to its socio-cultural parameters also the creative economy and clustering through the creative class.

The cases will be analysed what they did to initiate economic growth. For example what economic factors did they used to drive economic growth? Also will be looked into what aspect Property-led economic development was the used in the case.

6.3 Socio-cultural variable

The last and third variable is socio-cultural. This variable can be considered as a more soft variable. The parameters that will be investigated in the case studies are hard to measure. Because when do we know when there is enough socio-cultural support present in an area?

Socio-cultural parameters

In order to get an idea what can be done to gain socio and cultural support, there will be looked if the case has put attention into the creation of new cultural activities. Important here is to investigate if inhabitants and the community take part in these activities. Also should be investigated if the case has intervened socially with the neighbourhood and if social activities are organised.

Of course if socio-cultural problems have occurred, due to socio-cultural differences, these should be mentioned as well.

Creative economy

The Creative Economy has been rising over the last century and in particular in the years since 1950 (Florida, 2004;p44). By organizing an expo it could bring creative people into the city during the event. These people will exchange new ideas and show this to the world. The city should make use of this event by attracting these creative people to their city, even after the event is over. The post-use of the expo site could be the start of a new economy where the creative people are involved in. So can a city that organizes a World Expo, attract creative people to their city, in order to build a Creative Economy or expand an existing Creative Economy?

Florida says the basis of the Creative Class is economic. He defines it as an economic class and argues that its economic function both underpins and informs its members' social, cultural and lifestyle choices. The Creative Class consists of people who add economic value through their creativity (Florida, 2004;p68). Those people are: scientists, engineers, university professors, poets, novelists, entertainers, actors, designers and architects, who are in the core of the Creative Class. Around the core we have 'creative professionals' who work in industries such as high tech sector, financial services, the legal and health care profession and business management. (Florida, 2004;p69)

Due to the great attention the creative class in the last years, cities are measuring themselves in their contribution to the Creative Class. The assumption is that the local economy benefits from a large number of residents and workers who are active in the Creative Class because that class creates innovation and thus for the start-up of new businesses and jobs. Cities have interpreted the theme in its own way, together with municipalities, property owners, cooperation's and entrepreneurs. Many places are now planned to become creative 'breeding grounds' (de Jong, 2009). According to Lehtovuori and Havik (2009) these places could also be called 'incubators'. The World Expo site can also be considered as a creative breeding ground of a city. The city should take this into account.

An reason for cities to focus on 'creative industries' is the presence of former harbour areas, industrial zones and abandoned factories which became available during the transition to a service economy. The very old cities have an industrial area close to the historical town center. The design for these former harbour areas and industrial zones are not always suitable for housing, but they are often applicable for many different functions in the creative and cultural sector. The complexes therefore function as an engine for redevelopment of the surrounded area. A good approach of place marketing is important in order to attract the right target groups and to achieve value for the area (de Jong, 2009). A World Expo could be a good way of place marketing these kind of areas. Again the World Expo can be considered as a breeding ground.

What are creative cities for?

According to Gertler (2004) we should support the development of creative cities because they play an ever more important role in enhancing the dynamism, resilience, and overall competitiveness of the national economy. Also we should nurture the development of creative cities because they have the potential to enhance quality of life and opportunity for a broad cross-section of inhabitants.

Local action is the primary force for creating creative cities. Still the federal government policies in this matter are equally critical. It is important for shaping the broad background conditions and context that set us on a socially inclusive and cohesive path to the creative, competitive city.

6.4 Influence factors

Next to the physical, economical and socio-cultural variables discussed in this chapter there are other factors which also can indicate if the post-use is a success or not. The type of

organisation and its process are important to investigate. The way the area is organised can have influence on the performance of the area. With a well organised situation risks can be better foreseen and less mistakes will be made. Opportunities are captured and threats are undermined. The organisation of a mega-events can be done by the public authorities, the private parties or between a joint-venture of the public and private parties. The public authorities can work on federal, provincial or local level. The other influence factor is the used city marketing strategy which has been elaborated in chapter 4.

6.5 Summary

- What impact variables will be studied in the case and how can these impacts variables be measured?

The three variables used in this research are physical, economical and socio-cultural. The underneath Table 6.2 shows how these variables are going to be measured in the case study.

| <i>Variable</i> | <i>Measuring</i> |
|-----------------|---|
| Physical | Investigating quality of place through the next parameters: program mix, accessibility, grain size, public space and safety. |
| Economical | Investigate the economical parameters: employment rate of the area, tourism sector, new economic activities, new business. Did the city made use of urban economic regeneration? Property-led urban economic development? |
| Socio-cultural | Investigate the socio-cultural parameters: socio activities, cultural activities, Did the city attract the creative class? |

Table 6.2: Variables and their measuring parameters



Dutch Pavilion, Expo 2000 Hanover

7

Conceptual model

The conceptual framework has been set-up after investigating deeply the literature. A World Expo will create different effects and impacts and this can be noticed on several scale levels. According to solving the research question the interest lays in the effects on the short term and also on the long term. Short term impacts are set right after the event. Long term impacts can remain very much later after the event, like ten, twenty or even thirty years.

According to the impact model designed in this theoretical part, impacts can also be categorised to themes. The selected themes can be found back in the theoretical framework as the chosen variables to be investigated in the case studies namely; physical, economical, socio-cultural. These variables are not only defined in impacts but are also part of a strategy the city develops or intends to develop. With the Expo a city has the intention to use the event to boost the economy and urban development. But in order to give this boost cities need a clear vision of what they want for their city in the future, in other words in the long term.

When the future vision is set, a creation of clear goals will make the vision more physical. The goals need to be achieved by a step by step plan, or called a strategy. The strategy in the end needs to create the intended effects a city wants. These effects can again be categorized in the three selected variables. The effects together should create urban development and economic growth. Next to these variables there are more factors that have an influence on the success of the post-use of World Expo areas. One of them is the organisation which implements the strategy. Another external factor is the city marketing.

City marketing is a tool to create the image the city would like to have. The city marketing strategy can be developed as well on short term, to promote the expo, but also in the long run to promote the city according to gain urban development and economic growth.

This conceptual model will be used in the empirical part of this research. The selected cases will be investigated according to the variables selected and according to what their city marketing strategy was about and how the organisation is set up and managed the total project.

Also important to find out is the long term vision the city had and what goals they had set. And if the strategy they used could achieved the goals and create the image the city wanted.

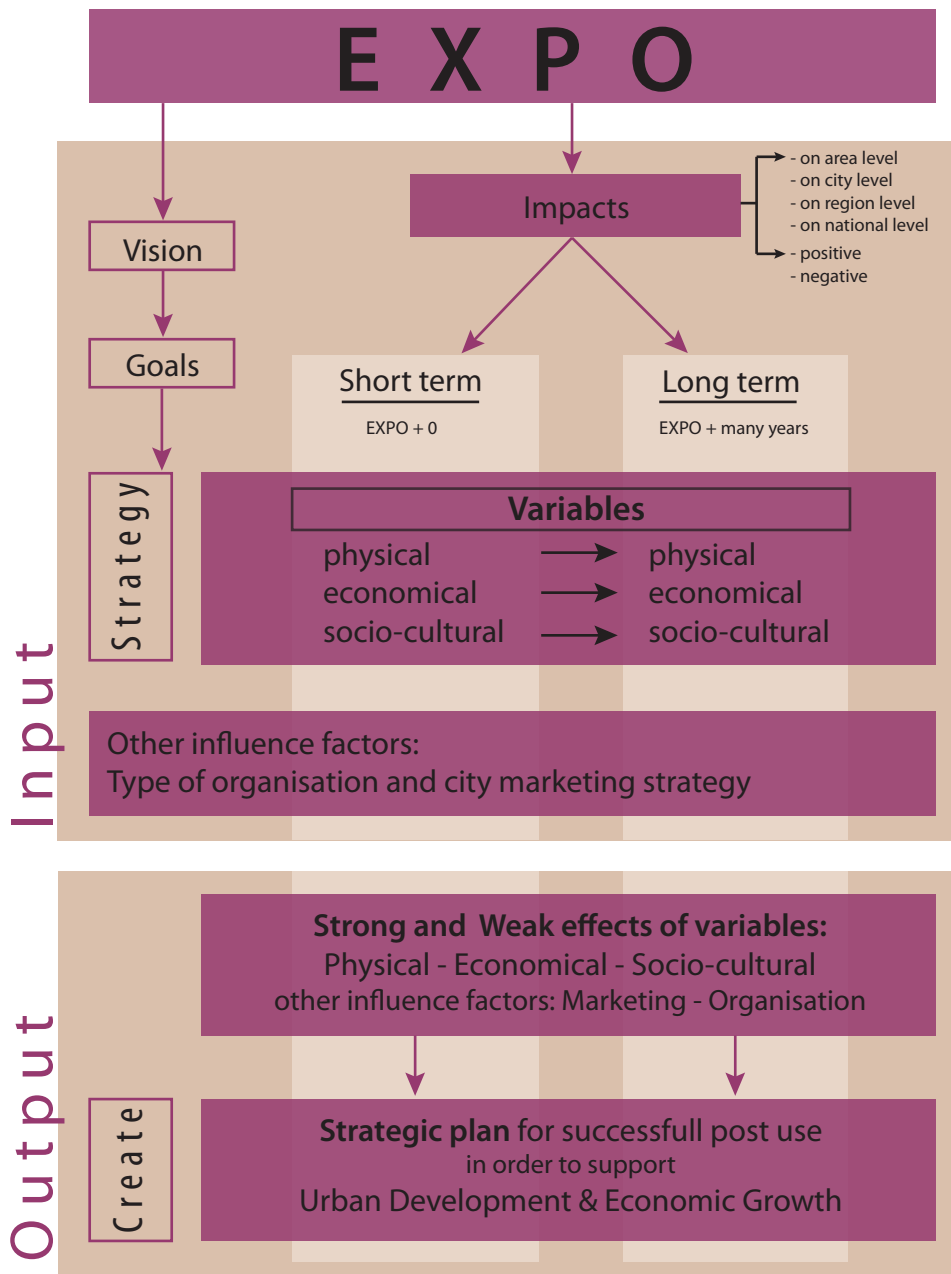
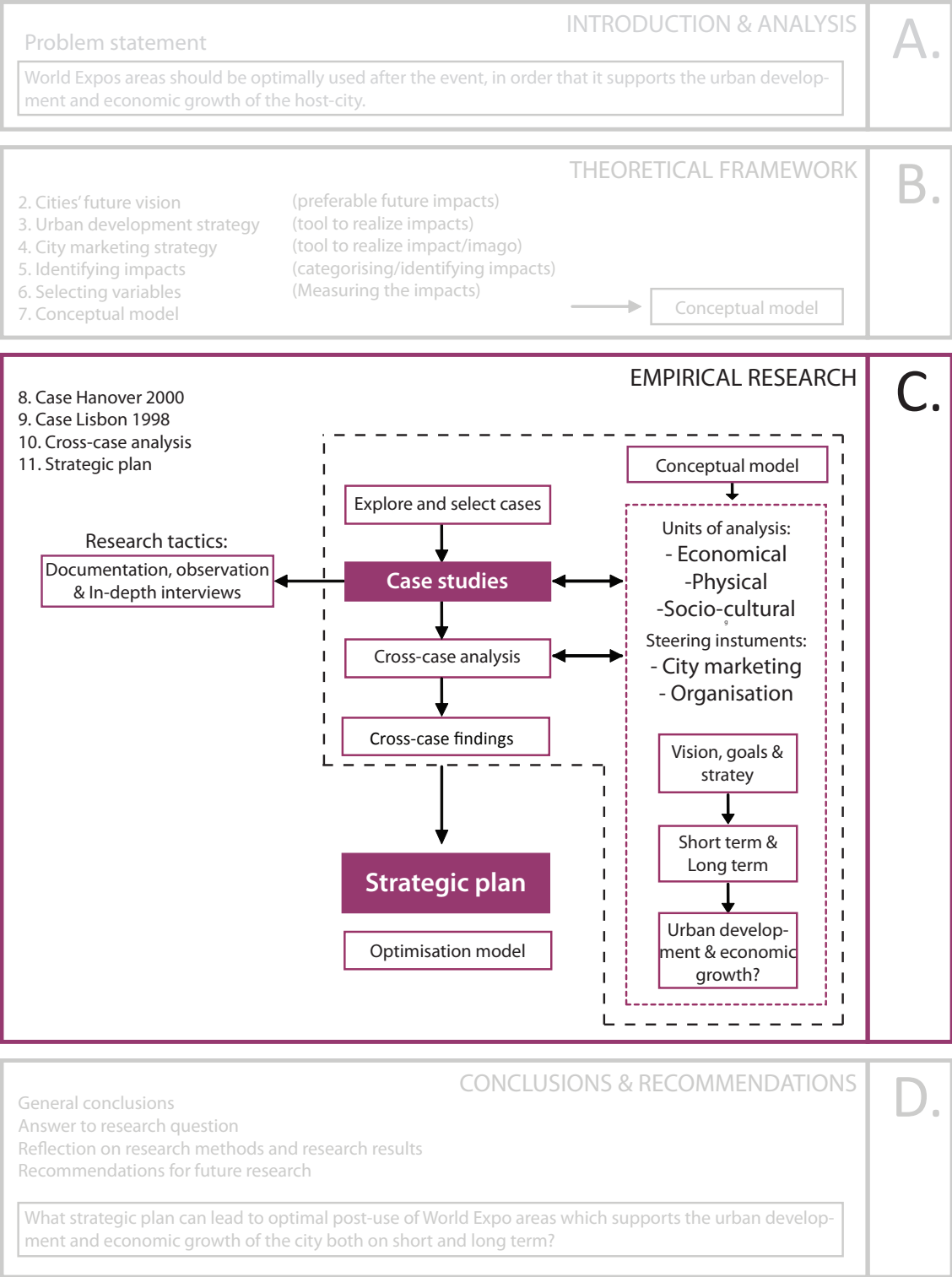


Figure 7.1: Conceptual model

Literature studies



C

EMPIRICAL RESEARCH

This part of the research will involve the case study research of two cases. The first case is Hanover EXPO 2000. Follow by the case of Lisbon Expo'98. The cases will be cross analysed in chapter 10. After the cross-case findings a strategic plan will follow. The sub research questions that will be answered in this part are:

- What kind of vision, objective and strategy did the former host-city developed, to make the best out of expo areas post-use?*
- What were the results and effects of the implemented strategy? What impacts have been identified in the case?*
- What were the strengths and weaknesses of the case considering the implemented post-use strategy?*

The main research question will be answered in chapter 11.

- What strategic plan can lead to optimal post-use of expo areas which supports the urban development and economic growth of the city both on short and long term?*



Expo Roof, Expo 2000 Hanover

8

Case: Hanover EXPO 2000

This chapter will outline the case of Hanover EXPO 2000. The main sub-research questions are: Why did Hanover organise an EXPO? What was their vision? What was the urban development strategy and city marketing strategy? What were the characteristic impacts and how did the city adapt the physical, economical and socio-cultural development in post expo period? How did they organised the post-use period and what has become of it ten years after, in favour for an optimal city development?

This chapter will first start with some project characteristics followed by a timeline of the whole project. After this paragraph 8.3 shall describe the companies involved within this case. Then the vision, goals and strategy of post-use EXPO 2000 will be investigated. After that the total effects of EXPO 2000 will be elaborated in economical, physical and social-cultural factors. The last section will tell what the post-use results have become for Hanover after EXPO 2000.

8.1 Project characteristics

This first case encompasses a partly brown and a green field development in the middle of Germany. In the south of Hanover a 170 hectare area is being assigned for the use of the EXPO 2000 project. See Figure 8.1 for the location. Table 8.1 shows an overview of de project characteristics.

| <i>Project characteristics</i> | |
|-----------------------------------|--|
| Type of development: | Green field development and partly brown field development |
| Location: | Inland, 170ha urban development project (130 ha including Kronsberg) |
| Operating and managing companies: | EXPO 2000 Hanover GmbH (Public initiated company for managing expo) |
| Initiative development: | 1987 |
| Initial finishing development: | 2000 |
| State: | Phase 2 and 3 of Kronsberg are put on hold |
| Development period: | 14 years |

Table 8.1: Project characteristics

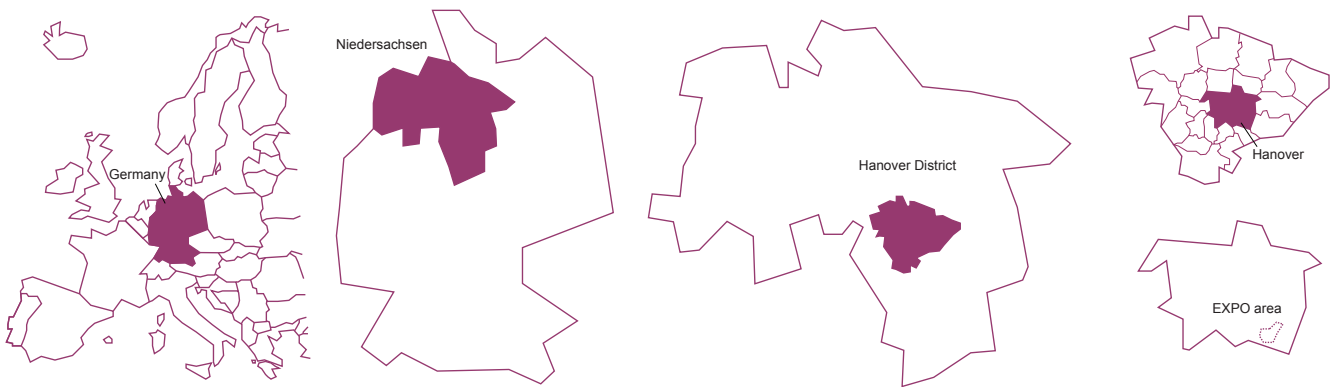


Figure 8.1: Germany, Niedersachsen, Hanover District, Hanover and the EXPO area.

Expo project characteristics

This development project is mainly focussed on the realisation of EXPO 2000 and its related residential development project of the Kronsberg residential district. The finish of the development is put right after the Expo in 2000. EXPO 2000 became real when Hanover won the elections to be the host of EXPO 2000. EXPO 2000 took place from 1st of June till 31st October 2000 with the motto: “Humankind, Nature, Technology; a new world arising.” Whereas earlier World Expositions concentrated on presenting advances in technology, EXPO 2000 concentrated on solutions for the future: solutions for current problems in the environment and development. Under the theme, EXPO 2000 demonstrates in an attractive, factual and entertaining manner, how the major challenges of the 21st century can be met and mastered. EXPO 2000 reached 18.1 million visitors and 4 milliard Euro expenditures. Table 8.2 shows the characteristics of EXPO 2000 project.

Post-use project characteristics

The post-use period of the expo was not overseen and prepared by EXPO 2000 GmbH and did not fulfil the expectations of the Deutsche Messe AG because the visitors and exhibitors were declining after the expo. Table 8.3 shows the characteristics of the post-use project.

Country and city characteristics

Hanover is the capital city of Lower Saxony on the river Leine in the middle of Germany. In addition to being the capital of Lower Saxony, Hanover was the capital of the administrative area *Regierungsbezirk Hannover* (Hanover region) until Lower Saxony’s administrative regions were disbanded at the beginning of 2005. Since 2001 it is part of the Hanover district (Region Hannover), which is a municipal body made up from the former district (*Landkreis Hannover*) and city of Hanover. Although both ‘Region’ and ‘Landkreis’ are translated as district they are not the same.

Hanover also has regional importance because of its universities and medical school, its international airport, and its large zoo. The city is also a major crossing point of railway lines and highways (*Autobahnen*), connecting European main lines in east-west-direction (Berlin - Ruhr area) and north-south-direction (Hamburg - Munich).

Table 8.4 shows an overview of the population and area measurements for city, region and country level. The characteristics are shown from the year 2000 when the expo-project was there and from recent years. Also the nominal gross domestic product is shown.

| Characteristics EXPO 2000 project | |
|--|-------------------------------|
| Date | 1 June 2000 - 31 October 2000 |
| Theme | Humankind, Nature, Technology |
| Participating countries | 155 |
| Site | 170 Hectares |
| Number of visitors | 18.100.000 |
| Expenditures | €4 billion |

Table 8.2: Characteristics EXPO 2000 Hanover

| Characteristics post-use project | |
|---|--|
| Date | November 2000 – present day |
| Areas | Hanover Exhibition Grounds - 160 hectares Kronsberg residential district - 60 hectares EXPO PARK Hanover - 65 hectares |
| Number of visitors | 2.000.000 (average per year since 2000 at Hanover exhibition Grounds) |

Table 8.3: Characteristics post-use project

| | 2000 | 2009 |
|-----------------------------------|------------------|-------------------------|
| <i>Inhabitants Hanover</i> | 518.181 | 518.088 |
| <i>Inhabitants Hanover Region</i> | 1.112.785 | 1.129.201 |
| <i>Inhabitants Lower Saxony</i> | | 7.947.244 |
| <i>Inhabitants Germany</i> | 82.210.000 | 82.329.758 |
| <i>Square km Hanover</i> | | 204 km ² |
| <i>Square km Region Hanover</i> | | 2.290 km ² |
| <i>Square km Lower Saxony</i> | | 47.618 km ² |
| <i>Square km Germany</i> | | 357.022 km ² |
| <i>GDP Germany nominal</i> | \$ 1.900 billion | \$ 3.352 billion |

Table 8.4: Facts and figures Hanover & Germany. Source: (inhabitants hanover and hanover region): Lower Saxony state agency for statistics and communications technology (LSKN) and source 2: www.nationmaster.com

8.2 Timeline: from concept, to realisation, to post-use

1987 The idea of an EXPO 2000 was born in 1987 between the Board of Deutsche Messe AG, Lord Mayer Herbert Schmalstieg of Lower Saxony and Finance Minister Brigit Breuel. Since the Universal World Fairs are events under international law, only the state may apply and not a city. This law distinguishes the World Expo from the Olympics Games and Football World Cup events, where a city is able to apply. Therefore Hanover had presented the idea accordingly with the Federal Government. And the Federal Government has supported this application to the B.I.E. in Paris.

It was also the wish of the city of Hanover together with the Deutsche Messe AG to have an World Expo. And despite the financial situation of Hanover, the City Council has chosen for the EXPO 2000. This, however, ran in several phases.

The purposes for having a World Expo in the city of Hanover was mainly the modernisation and extension of the Deutsche Messe Fair Grounds, to make it more attractive for the future. Second, the city wanted to develop and upgrade the infrastructure of the city and the public transport.

1988 After the idea, a test application was set up with an urban design for the Fair Grounds and surroundings. On December 14th 1988, the Federal Republic of Germany presented itself at the 104th General Meeting of the B.I.E. in Paris with an invitation brochure. The Federal Government declares its willingness officially to support and carry through a World Exposition in Hanover in 1999 or 2000.

1989 Then in 1989 at the 106th General Meeting of the B.I.E. in Paris on December 13th, the case is presented for EXPO 2000 in Hanover.

1990 On June 14th, the Federal Republic of Germany receives the green light from the 107th General Meeting of the B.I.E. to mount a World Exposition in Hanover in the year 2000.

1991 In 1991 the location of the EXPO 2000 has been decided by the Hanover City Council. The main location was the Hanover Fair Grounds and a huge area East of these fair grounds. The intention was first to make the Expo area 300 hectare. But later has been decided to make EXPO 2000 more compact also to be more eco-friendly. After detailed investigations of other -even decentralized- sites variants, the City Council of Hanover confirmed to the site east of the Fair Grounds as a planning area for the site of EXPO 2000 in April 1991. In total the main area encompasses 170 hectare. 100 hectare was part of the Deutsche Messe Fair Trade grounds. The other 70 hectares was the newly developed area south of the original Fair Trade grounds, named EXPO Gelände Ost. Figure 8.2 is showing the map of the expo-site.

In September 1991 a political issue on the continuing of the EXPO 2000 was rising when with the local elections in Lower Saxony, the SPD in Hanover for the first time no longer a majority and forms a coalition with the Greens, who oppose the World Fair. In negotiations, the coalition agrees on a 'citizen survey' and that the vote of the citizens is to be binding for the continuing of EXPO 2000. In early 1992 an international urban planning and landscaping design competition has already been written out. The citizen survey was being prepared and the Community Office of Urban Development accompanied critically. Then on June 12th the

1994 On May 5th 1994 the company 'Gesellschaft zur Vorbereitung und Durchführung der Weltausstellung EXPO 2000 in Hannover' (EXPO 2000 Hanover GmbH) was founded in Bonn. The EXPO 2000 Hanover GmbH Supervisory Board meets and constitutes itself under the chairmanship of Helmut Werner on July 8th in Hanover. On August 8th, EXPO 2000 Hanover GmbH starts its work with five employees. The Federal Government nominates Birgit Breuel as Commissioner General of EXPO 2000 on September 15th. Also in that year the first World Exposition in Germany is registered officially, by resolution of the 116th General Meeting of the B.I.E. in Paris on December 7th.

1995 EXPO 2000 presented a new feature that former World Expos did not had. EXPO 2000 was not just going to be taking place in Hanover, but all over the world where people where developing ideas for the future and putting them into practice. The concept of global projects is joining together with ideas from all over the world, and in this way taking EXPO 2000 out into the world. In 1995 on October 30th, the selection of the Projects around the World for EXPO 2000 starts with the ideas competition "Town and Region as an Exhibit". On December 22nd, the Supervisory board agrees the concept of the Thematic Area. This is the second new feature of EXPO 2000.

1996 In April 1996 the construction works starts to develop the Kronsberg site. The establishment of this new residential area with more than 1000 apartments will be first in use for employees of EXPO 2000. After the Expo the apartments will be sold and rented in order to relieve the very tight housing market at that time.

1997 In 1997 the management of EXPO 2000 GmbH is reshuffled and EXPO Commissioner General Birgit Breuel additionally becomes Managing Director EXPO 2000 Hanover GmbH. Sepp Heckmann, as a board member of the Deutsche Messe AG, joins the EXPO management team and Dr. Reinhard Volk has been a member of the management team since August 10th, 1996.

The pavilions constructions started in 1997 and so on. On November 17th 1997 the first start was made for the international pavilion at EXPO 2000, that of the Netherlands. On October 28th 1997, the first sod was cut in Hanover for the German pavilion at EXPO 2000.

2000 The EXPO 2000 Hanover opens its doors on 1st June. Hanover was the centre of the world during the next six months. Not only was the expo area visited the city received many visitors as well. The ticket prices of 69 DM (approximately €35), seemed expensive compared to other day trips.

Directly after the expo a museum, ExpoSeeum, has been opened on the former Expo Plaza to remember the Expo.

Also in the same year the TUI arena opened its doors in April (formerly known as the Preussag Arena from 2000-2004). The arena holds 10.767 people, during ice hockey matches and up to 14.000, during concerts.

2001-2009 The new developed Eastern Pavilion area is after the expo for 80% dragged down, parts are given back to the grassland country other parts are closed and functionless. EXPO GRUND GmbH is trying to give the area a new destination by placing

a large IKEA store in 2006. Some pavilions have been sold to investors but are being deteriorated, which the Dutch pavilion is an example of. For many buildings and plots there is no useful function.

Take also a look at appendix 6 and 7 to see what happened with the pavilions of EXPO 2000 and what buildings have been constructed since EXPO 2000 in EXPO Park Hanover.

2006 Opening IKEA furnishing store on 18 October at EXPO Park Hanover of 19.000 square metres on a 54.000 square metres site. The investments were 50 million euro. (Property market report 2006, Hanover Region, p12)

As a specialist form of retail activity, a new BMW regional centre opened at the Expo Park Hannover at the end of 2006. The main building on the former Expo grounds was operated by Decathlon and formerly served as the French World Exposition pavilion; together with the eye-catching "Post-Box", these two units provide approx. 15. 000 square metres space for BMW's new and used hand car centre, its service and spare parts operations, administration and motorcycle centre. (Property market report 2007, Hanover Region, p20)

2007 In this year discussions were concerning the sitting of a second furniture store, Möbel Staude, on the edge of Expo Park (Property market report 2007, Hanover Region, p20).

2010 Ten years after EXPO 2000 at a forum organized on 4th May 2010 relevant people discuss what the effects of EXPO 2000 are and how to look to the future of Hanover City after EXPO 2000. The participators on the discussions on 4th May 2010 asked the city to provide a post-use masterplan.

Summary

Figure 8.3 gives a summary of the timeline discussed in the section. It shows the expo lifecycle, which has been filled in according to the case in Hanover.

8.3 Companies

The companies that are part of the project are described in this paragraph in order to give a clear overview of the organisation of the project.

8.3.1 EXPO GmbH

EXPO GmbH is the company which is responsible for the construction and management of EXPO 2000. All layers of policy in Germany are represented in the company. The Federal Government is represented for 40% shareholder in the company. Lower Saxony for 30%. The City of Hanover account for only 6% shareholder in the company. See Table 8.5 for a total overview of shares division. Public authorities mainly carry out the city's goal. Also infrastructure development was carried out by EXPO GmbH.

The company is since the year 2001 in liquidation. The company did not gave attention to the post-use of the total area. This was given in the hands of several responsible companies. Table 8.6 is showing who is responsible for the post-use of the expo area.

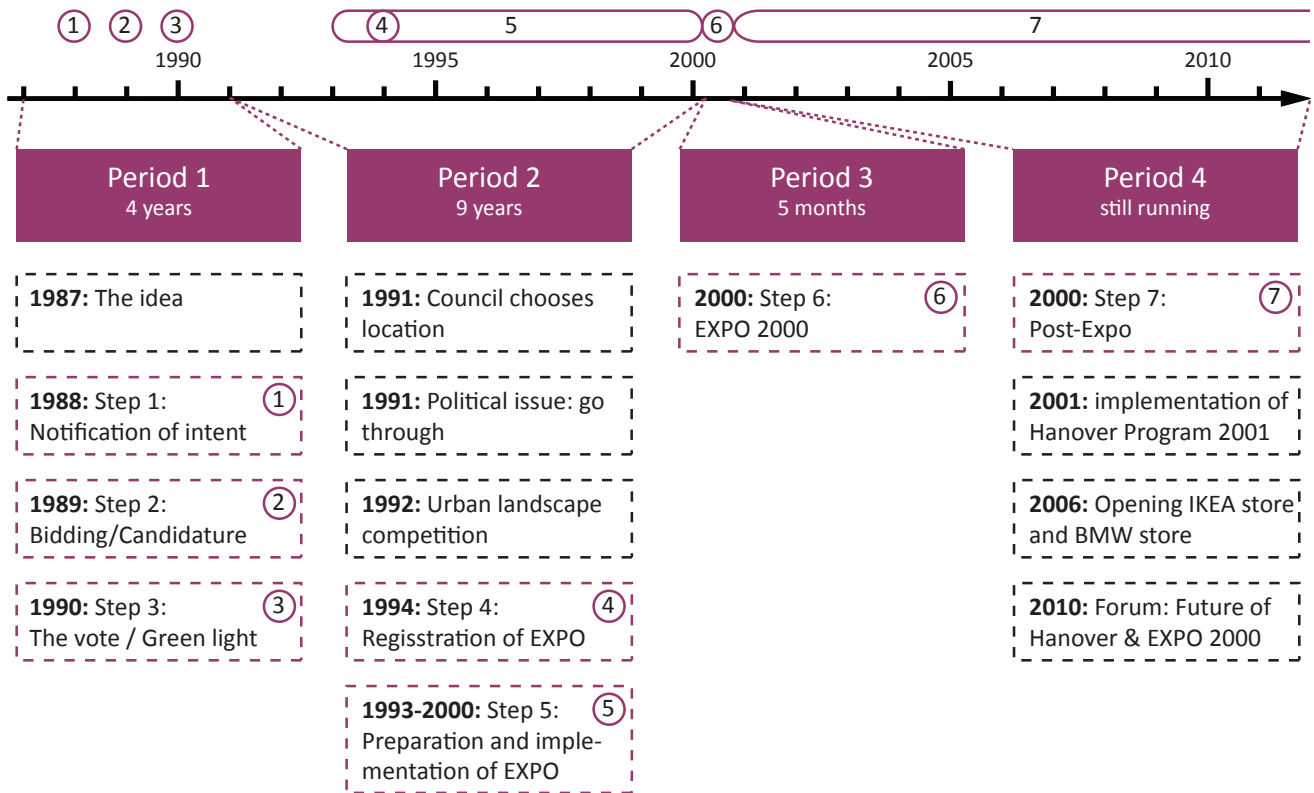


Figure 8.3: Periods and steps in EXPO 2000 project

| <i>Shares EXPO 2000</i> | <i>Total 100%</i> |
|--|-------------------|
| Federal government | 40% |
| State of Lower Saxony | 30% |
| EXPO investment German Industries & Co KG management | 20% |
| City of Hanover | 6% |
| Landkreis Hanover | 2% |
| Municipal Association of Greater Hanover | 2% |

Table 8.5: Division shares EXPO 2000 GmbH (source EXPO 2000 GmbH)

| <i>Company</i> | <i>Area</i> | <i>Hectares</i> |
|-------------------|---|---|
| Deutsche Messe AG | Hanover Exhibition Grounds (also called Fair grounds area) | 160 hectares (approximately) |
| EXPO GRUND GmbH | Former Eastern pavilion area and Expo Plaza (now EXPO PARK Hanover) | 65 hectares |
| City of Hanover | Kronsberg district (public space) | 60 hectares (developed) 70 hectares (for future development) |

Table 8.6: Companies responsible for post-use

8.3.2 Deutsche Messe AG

Deutsche Messe AG is the company responsible for the Hanover Exhibition Grounds. The logo of the company is shown in Figure 8.4. Deutsche Messe AG was founded in 1947 as Deutsche Messe- und Ausstellungs- AG (German Trade Fair and Exhibition Company) with a registered share capital of 1.2 million Deutsche reichsmarks. This was an initiative of the British occupying forces in consultation with the commander-in-chief of the American zone. Since 1987, the company has traded under the name of Deutsche Messe AG. The objective of the company was to get Germany back on its feet economically by reviving up its export business. The shareholders of the company are visible in Table 8.7.

The Deutsche Messe AG is particularly known for its two international fairs: Hanover Messe and CeBIT. These two fairs were since 1986 separated in two individually fairs. Both shows have become the trendsetters for industry and the flagship tradeshow among the many different trade fairs and exhibitions staged by DMAG in the state capital. Other events which regularly take place at the Hannover Exhibition Grounds are also recognized as world leaders in their respective fields.



Figure 8.4: Logo Deutsche Messe AG

| Shares Deutsche Messe AG | Share of nominal capital (100 %) |
|---|---|
| State of Lower Saxony (via: Hannoversche Beteiligungsgesellschaft mbH) | 49,832 % |
| City of Hannover | 49,832 % |
| City-State of Bremen | 0,207 % |
| Greater Hannover | 0,129 % |

Table 8.7: Shareholders division Deutsche Messe AG (source: www.messe.de)

The Deutsche Messe AG has a significant economic function for Germany, Lower Saxony and especially for Hanover Region. The input-output-analysis shows that an enormous macroeconomic primary pulse is generated. The added value contribution is particularly effective in Lower Saxony. The effect of employees of Deutsche Messe AG has reached 34.800 person years in Germany, of which approximately 20.700 accounts for Lower Saxony.

Through EXPO 2000 the Fair Grounds have increased in attractiveness. The economic urban value of the area has increased. Halls have been re-built and the technical infrastructure has been improved. More about these physical effects in next paragraph.

The substantial expansion of Deutsche Messe AG has led to more internal competition between Hanover and other cities in Germany. Also the international competition in the industry has since then tightened. The crisis of the new economy at the beginning of last decade had a nationwide significant decrease of visitors and exhibitors. In addition to

dependence on economic developments other structural factors have increased, such as globalization, the transformation of business structures (outsourcing) and the competition with other communication media. This has influence the conduct of Fair Trade visitors and exhibitors. See also Figure 8.5.

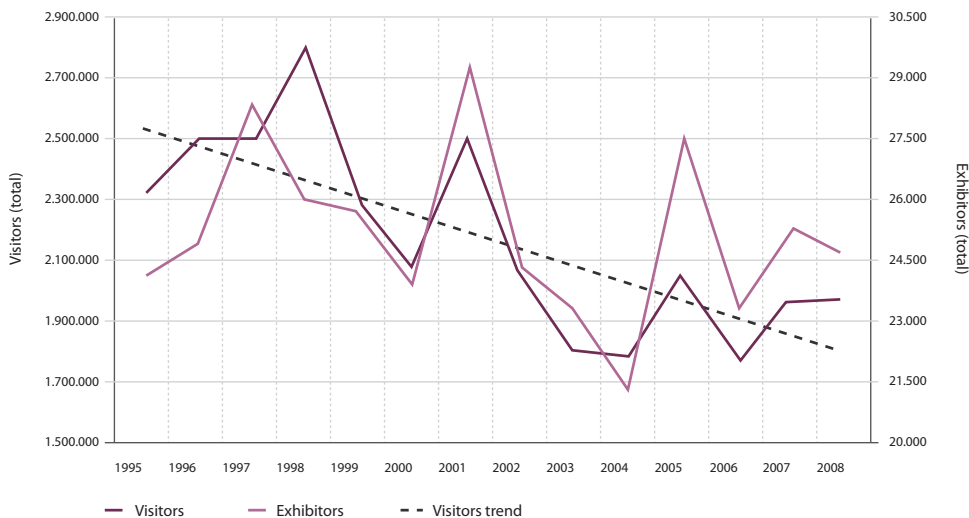


Figure 8.5: Key figures Deutsche Messe AG (1995-2008) (source: Deutsche Messe AG; Darstellung: NORD/LB.)

8.3.3 EXPO GRUND GmbH

This public real estate company was founded in 1994 at the same time when EXPO 2000 GmbH was established. EXPO GRUND GmbH is responsible for the development, enhancement, management and exploitation of properties of the terrain in the world exhibition EXPO 2000 in Hannover. More specifically it is responsible for the selling of the plots of the Eastern Pavilion Area and the area of the Expo plaza, now called EXPO PARK Hanover.

The shareholders of the company are shown in Table 8.8. Since 2003 Union-boden GmbH is the 100% shareholder of EXPO GRUND GmbH. Union-boden GmbH is since 1959 a public owned real estate company with 100% shares of the City of Hanover. This makes EXPO GRUND GmbH a 'public owned' company.

EXPO GRUND GmbH plan was to develop the original 65 hectare EXPO Park Hanover, site of the former Eastern Pavilions, into a highly attractive location for companies from the media, IT and service sectors as well as for teaching and research. Figure 8.6 is showing and overview of the plots of EXPO PARK Hanover. The red marked plots are the plots that are for sale until present and the grey marked plots are sold to project developers, investors or companies. In the appendix 5 a total overview can be found of the land allocation and its owner. Currently located in EXPO PARK GmbH are academic and training schools, service providers and companies in the information and communication sector, administrative organizations, consultants and banks. Approximately 9 hectares are still available for sale. EXPO GRUND GmbH explicitly said they did not wanted retail settlement on there site. Due to the fact it was hard to sell plots, IKEA is now settled in the area as well as a BMW showroom.

| Shares EXPO GRUND GmbH | Total 100% |
|------------------------|------------|
| City of Hanover | 38% |
| State of Lower Saxony | 47% |
| union-boden GmbH | 15% |

Table 8.8: Shares EXPO GRUND GmbH (source: EXPO GRUND GmbH)



Figure 8.6: Plots EXPO GRUND GmbH. Red marked are plots for sale and grey marked are sold plots.

8.4 Vision, goals & strategy

This paragraph will describe the motive, vision, goals and strategy of EXPO 2000 and its post-use.

8.4.1 Motive

At the time the idea of organising the EXPO 2000 came up, Germany was still divided in two parts. When the Berlin Wall came down in 1989 and reunited east with the west after a long time, a lot of money and effort was put in east Germany for recovery. Hannover did not have the financial possibilities those years. Hannover knew a mega-event could help them to boost the city's urban development. The EXPO 2000 came for Germany on the right time,

they indirectly wanted to show themselves and the world that they were able to manage a large event.

The motive of using an mega-event to boost the urban and economic development in Hanover came from the Board of Deutsche Messe AG, Lord Mayer Herbert Schmalstieg of Lower Saxony and Finance Minister Brigit Breuel. Despite the financial situation of Hanover, the City Council has chosen for the EXPO 2000, off course being supported financially by the federal government.

Since World Expos are events under international law, only the state may apply and not a city. This law distinguishes the World Expos from the Olympics Games, where a city is able to apply. Therefore Hanover presented the idea accordingly with the federal government. So the federal government has supported this application to the B.I.E. in Paris.

8.4.2 Vision

Hanover had a clear future vision when the idea of organizing a World Exposition came up. This is in the first place because the idea came from the inside of the city itself. The vision having a World Expo in the city of Hanover was mainly to have a vehicle for the modernisation and extension of the Deutsche Messe Fair Grounds, and to make the region more attractive for the economic development. Secondly, the city wanted to develop and upgrade the infrastructure of the city and the public transport. At last, the city wanted to improve the social and ecological conditions of urban life.

8.4.3 Goals

The goals of the city and Deutsche Messe AG were to develop the largest Exhibition Ground of the world. The city wanted infrastructural improvements of public transport and motorways and also the city wanted to make the city centre more attractive and improve the social and ecological conditions of urban life. Part of this program was the development of the completely new Kronsberg district close to the World Exposition grounds, which was also to provide accommodation for the international EXPO personnel.

Short term and long term goals

There are no specific short term goals in the case of Hanover. In general do many long term goals have short term goals that lead to them. Not only does this make practical sense but it also helps from becoming overwhelmed or losing sight of the goals.

City of Hanover was convinced it would be able to implement long term goals of urban development faster and better with the organisation of a World Expo. Therefore the expo objectives were integrated within the long term urban development of Hanover. An integrated planning process formulates the long term urban development goals and the devised implementation strategies.

Figure 8.7 is showing the long term urban development concept for specifically the southeast of Hanover. The long-term goals were specifically meant for the southeast of Hanover. The infrastructural goals are an exception on this; these goals were meant on the regional level as well.



Figure 8.7: Long-term urban development concept for the Hanover Exhibition Grounds and Kronsberg district

The four main long term goals can be described as follow:

- a) Modernize the Hanover Exhibition Grounds in order to maintain the position as biggest Exhibition Grounds of the world.
- b) Improvements to the transport infrastructure, especially public transport in Hanover Region.
- c) Development of a new residential city district at Kronsberg, which shall relieve the very tight housing market. And development of a new and commercial and IT district.
- d) Creation of a large-scale landscape enhancement concept for Kronsberg where the interests of recreation, nature conservation and agriculture impinged upon each other.

These goals and the entire development concept was devised according to a sustainable development vision through which the World Exposition motto 'Humankind, Nature, Technology' was also applied to town planning.

One of the main implementation strategies was to use this concept not only for EXPO 2000, but to use the mission as the driving force of urban development.

From the very start, all relevant disciplines were brought together in an integrated planning process. The traditional areas of responsibility within the city administration were retained: overall responsibility for planning and implementation lays with the World Exposition Planning Group in the City Construction Directorate, while the Environmental Planning Group reporting to the Environment Directorate was responsible for ecological matters. Social planning was supervised by the Directorate of Health, Youth and Social Services.

From the beginning the aim of the city was to integrate the temporary use of the site by EXPO 2000 in a robust post-use concept. Within the revision procedure of the land use plan, the essential outlines of the proposed urban development were debated. On the basis of the concepts generated in the competitions the following long-term uses were identified:

- A special expo development area. The post-use of the western section would go back to the Hanover exhibition Grounds of Deutsche Messe AG and the post-use of the eastern section would serve as high quality commercial areas.
- Residential areas at Kronsberg of around 130 hectares which is intended for around 6.000 homes.
- A new metro/tram line (D-line) and new main road links (including EXPO-ring) to serve the residential area and the Hanover Exhibition Grounds.
- Built areas delineated with green corridors, woodland on the crest of the hill, agricultural use on the eastern and southern slopes of Kronsberg.

8.4.4 Strategy

For the organisation of World Expo's exists no special national law. The implementation wouldn't be possible without the cooperation of the city of Hanover. Because the city has a direct agreement with the Deutsche Messe AG and the required land east of the fairgrounds were predominantly in property of the city. The city could have been hearse, without being forced by legislation. But the opposite was the case: Hanover has intervened actively in the design of EXPO 2000.

Short term and long term strategies

The overall long term strategy of Hanover is to use EXPO 2000 as vehicle for fast development, reaching physical, economical and socio-cultural developments. This is all supported by a city marketing strategy. The stimulation of urban development and economic growth will be captured in several implementation strategies:

- *Short term strategy for the modernisation of the Exhibitions Grounds (western area)*

This strategy is set to develop, before the opening of EXPO 2000, new and extended structures

and trade halls on the Hanover Exhibition Grounds. This involved also the development of a new ring road and the design of green areas and parks on the Exhibition Grounds. Because this strategy was implemented before the opening of EXPO 2000 this strategy can be described as a strategy on the short term, with the intention to benefit from it on the long term. Figure 8.2, shows the masterplan where the design of the modernisation of Hanover Exhibition Grounds are included in.

- *Long term strategy for high quality business and commerce district (centre area, EXPO PARK Hanover)*

The centre area where for EXPO 2000 the Expo Plaza and the Eastern Pavilion Area was located is going to cover the long term strategy of making the area a high quality area for the IT and commerce functions. With the expo the area will be prepared on the short term into a well laid out infrastructure and plot design with electricity and sewerage system already integrated in the area. The area will serve after the expo as a new office space called EXPO PARK Hanover.

- *Short and long term strategy for Kronsberg sustainable residential area (eastern area)*

The strategy for Kronsberg is set up by applying a special urban planning concept, within the motto of EXPO 2000 - "Humankind, Nature, Technology". In order to derive a completely newly defined and conceived planning for the district of Kronsberg a new vision oriented on sustainable development as posited by Agenda 21 (at the 1992 UN Earth Summit in Rio de Janeiro) was used.

The Kronsberg residential district is divided in three phases of development. Phase 1 should be completed before the start of the Expo, which falls under the short term strategy. Phase 2 and 3 can be developed in later future, if there is more demand in residences. The zoning plan has been adjusted in order to approve the areas of phase 2 and 3 as residential areas instead of just being grassland.

The specific strategy for the district is the design of a sustainable eco living area facilitated with basic amenities like schools, supermarket, church, cultural centre. Included in the living area are also the design of safe playgrounds.

- *Transport and infrastructure strategy*

Hanover needed to improve their public transport to handle the large numbers of visitors expected for EXPO 2000. Hanover gave priority to several constructions measures; to improve public transport in the region and around the exposition site.

The introduction of a rapid public transit network for the south-east of Hanover with a new tramline and introduction of a suburban train system for the region are part of the strategy.

City marketing strategy

The city marketing strategy was captured in the 'Hanover program 2001'. The city presented this program in autumn of 1995. Along with the disastrous developments at the Fair Grounds and Kronsberg district, several inner city areas have been upgraded as well. Streets and squares have been taken under re-construction, social and environmental initiatives were made and also the central train station was renewed.

Also part of the integral city marketing plan were the de-central projects. These de-central projects were an initiative of the city and from that the worldwide projects have become a fact at EXPO 2000. Hanover and Lower Saxony both used these de-central project to market its region. The 'de-central projects' is the promotion and communication activity according to the theory of Kotler discussed in the theoretical framework. See box 2.

More about the World wide projects in the next section 8.5 of results and effects.

To conclude, Hanover City Council has always seen the exposition as an opportunity to use the positive effects of EXPO 2000 and the consequent surge in investment to make lasting improvements to the quality of urban life.

The four city marketing activities according to Kotler (1999)

- 1) The development of a strong, attractive position and image for the city.
- 2) The provision of efficient and accessible products and services of a city.
- 3) Promotion and communication.
- 4) Citizens are part of the image of a city and therefore they determine as well the identity and image of the city as a whole.

BOX 2

According to SPR Associates research institute (2002) EXPO 2000 was poorly advertised within and outside of Europe. The event went almost un-noticed outside of Germany, mainly because of limited marketing. German diplomatic services were generally not involved in the process. EXPO 2000's German organizers suggested that the marketing strategy was too rational in approach, and should have appealed more to emotions.

The city marketing has failed in relation with the aim of the urban development vision. The urban vision of the city was OK, but the cooperation with the Deutsche Messe has not worked out well. The Hanover Exhibition Grounds are too big. There is too much invested in the Exhibition Grounds and less in the tourist opportunities. For example, the lake surroundings in the city centre can give more tourist opportunities.

8.5 Results and effects

This paragraph will include information about the results and effects of the Hanover case. The implementation of the strategies and the organisation of the World Expo have an important series of effects on the economic, physis, socio-cultural reality of the city of Hanover and its region.

8.5.1 Physical effects

The physical effects discussed in the theoretical framework are going to be evaluated in this section. Table 8.9 shows the impacts that occurred in the case of Hanover. Each impact will be evaluated separately, in order to know what circumstances were needed to ensure this impact.





| | Physical | Impact | | Scale of impact | | | |
|---------------------------------|--|--------|---|---|---|---|---|
| | | + | - |  |  |  |  |
| <i>Short term, before event</i> | Construction of new buildings | • | | • | • | | |
| | Construction of new roads, railways, station, airports | • | | • | • | • | • |
| | Development of public transport network: bus, tram, metro, train | • | | • | • | | |
| | <i>Environmental problem issues</i> | | • | • | • | • | |
| | <i>Delay/displace of other public work constructions</i> | | • | • | • | • | • |
| <i>Short term, during event</i> | Improvement of public space | • | | | | | |
| | Environmental problem issues | | • | | | | |
| | Creation of temporarily parking lots | • | | • | | | |
| | Hotels for employees | • | | • | | | |
| <i>Short term, after event</i> | Improvement of public space | • | | | | | |
| | <i>Environmental problem issues</i> | | • | | | | |
| | Improved infrastructure | • | | | | | |
| <i>Long term, after event</i> | <i>Added value area due to:</i> | | | | | | |
| | <i>Improvement of the physical environment of the host city</i> | • | | | | | |
| | Improvement of public transport network | • | | | | | |
| | Creation of new eco sustainable housing area | • | | | | | |
| | Modernisation of Fair Grounds | • | | | | | |
| | <i>Improvement of the image of the host city</i> | • | | | | | |

Table 8.9: Physical impacts case Hanover

Legend:

regular text: impact from literature in case

italic text: impact from literature not in case

purple text: impact found in case after observation

Short term

Deutsche Messe AG

The location of EXPO 2000 was very well chosen. One of the objectives for the exposition was to modernise the Fair Grounds. So, 60% of the total site of 170 hectare was already there; the Deutsche Messe AG Fair Grounds. Infrastructure, parking lots, fair halls and catering services were already provided on the grounds. The Fair Grounds are located in south east of Hanover since 1947, founded by the British that ruled over Hanover at that time. 22% of the EXPO expenses were put into the modernisation of this Fair Ground area. Physically the area has made a renewal with renovation of halls and the building of new fair halls. Also urban parks and stroll ways have been designed into the Fair Grounds. Deutsche Messe AG quote on its own webpage about the area the following:

“Since the end of EXPO 2000 on 31 October 2000, Deutsche Messe AG is the owner of the world’s most modern and extensive exhibition facility. With its stunning architecture, the Hannover tradeshow complex offers international exhibitors and attendees an ideal forum for in-depth and effective business networking.”

EXPO park Hanover

The other 40% of the Expo site was newly developed, after EXPO 2000 known as EXPO park Hanover. For this part of the expo site, located southeast of Deutsche Messe AG, a masterplan has been made. The preparations were worked out very well. The street layout with pipelines and electricity was all taken care off. For EXPO 2000 a top layer of sand was put over the street layout in order to create large stroll ways to be used for visitors at EXPO 2000.

After the expo, it was very easy to re-use the site as business industry area, based on the physical elements, as infrastructure was already implemented in the preparation before the expo. The pavilions build on the site were handed over to EXPO GRUND GmbH (owner Expo park Hanover), a company with 50% shares of City of Hanover and 50% shares of Lower Saxony. The intention of EXPO GRUND GmbH was to transform the area into an IT industry. This is not as easy as the idea looks. More about the post-use of EXPO park Hanover will be in the section about long term physical effects.

Long term

Infrastructure

Many physical effects from EXPO 2000 are its infrastructural development. The main elements that have put effort in are the renewal and broadening of the motorways A2 and A7, the creation of the EXPO-ring, the development of two S-bahn lines and the development of the D-line city tram. Figure 8.8 shows an overview of where the infrastructure developments are placed. These infrastructure improvements have made of Hanover an important traffic junction. Figures show that in the last two years (2007-2009) the S-bahn is increasing in use, from 70.000 per day into 90.000 per day.

Kronsberg

The urban development project “Kronsberg” was part of the Expo objectives. The project description can be found underneath in box 3 and the plan of the district is given in appendix 9.

Actually the Kronsberg area has been designated for development since the 1970s to cater for a large proportion of the expected housing demand in Hanover, but it was only the impending EXPO 2000 and the associated housing development grants from lower Saxony and the City of Hanover that made it possible to develop the district so quickly.

During EXPO 2000 employees made use of 1000 apartments in this newly developed city district. After EXPO 2000 the new city district became in use for its intended inhabitants. On the long-term 6000 dwellings will be available for a population of around 15.000. The district is served with the new tram line D which takes you to the city centre in maximum 20 minutes and has open countryside on its eastern border.

**3 VERKEHRSKONZEPT
STADT UND REGION
HANNOVER** **TRANSPORT CONCEPT
FOR HANNOVER CITY AND
REGION**

- | | |
|---|---|
| SCHIENENPROJEKTE | RAILWAYS |
| I Fernbahnhof Hannover Messe/Laatzten | Hannover (Messe/Laatzten) station for ICE trains |
| II S-Bahn/Laatzten | Laatzten S-Bahn station |
| S-BAHNLINIEN | S-BAHN LINES |
| III Wunstorf – Lehrte | Wunstorf – Lehrte |
| IV Flughafen – Laatzten | Airport – Laatzten |
| STADTBAHN | TRAM |
| V Strecke D-Süd | D-south line |
| • STRASSENBAU- PROJEKTE | ROAD IMPROVEMENTS PROJEKTE |



Figure 8.8: Overview of infrastructural development for EXPO 2000

BOX 3

Project description Kronsberg

Kronsberg is a new eco-district in Hannover built on 1200 hectares of mainly agricultural land at the city margins. The district is located in the South-East of the city and represented the last remaining area in Hannover suitable for a large-scale building project. Kronsberg is close to the countryside, yet enjoying all the advantages offered by an urban neighbourhood: excellent transport connections, jobs, cultural, commercial and leisure centres and facilities.

When complete, it will comprise 6000 dwellings and will be home to around 15000 people. Almost 3000 new jobs have been created and are located in the immediate vicinity.

Objectives

The main objective is to build a district with a good mix of functions (residences, leisure and cultural facilities, commerce and agriculture) by taking into account environment protection. Applying planning for sustainability in Kronsberg placed considerable obligations on all stakeholders and local actors to ensure the highest possible quality of life and to use natural resources sparingly.

Driving factors

The development of Kronsberg followed the regional planning principle, according to which residential development should mainly expand along local public rail transport routes and be concentrated at urban densities in the catchment areas of the stops and stations.

The EXPO 2000 World Exposition was the occasion to apply this planning approach to the Kronsberg area. On the basis of two planning competitions and with the help of the Kronsberg landscape plan, a concept was devised in 1994 for the entire area that covered the EXPO grounds, the new settlement and the countryside.

Another major driving factor was the considerable housing shortage in Hannover in the early 1990s.

Financing structure

Kronsberg projects are funded by a wide range of public and private institutions, including all levels of government, significant assistance from the State of Lower Saxony, and about 30 different investors. A great deal of support was leveraged and additional attention was received due to the close relationship with EXPO 2000. 'Energy Efficiency Optimisation at Kronsberg', as one of the most advanced such projects in Germany, is funded by the European Union 'Thermie Project,' associated with the European Commission Directorate General for Energy and Transport.

The investments sum up to approximately € 2.2 billion.

Partners & Roles

A partners' network has been developed consisting of:

- Hannover Municipality
- Department of Lower Saxony
- Kronsberg Consulting Committee (founded by the municipality and composed of teachers, researchers, environment protection agencies representatives etc)
- Kronsberg Environmental Liaison Agency – KUKA (founded by the municipality for environmental communication; 51% of its capital is held by Hannover municipality and 49% by a local stakeholders' consortium)
- The Energy & Environment Centre
- Building Research Institute
- Consumers' Association

- Environmental Protection Centre
- Several investors such as housing agencies, local architects and civil servants.

Results/Achievements

Transport: Environmental compatibility and the compact community were the paramount aims of transport planning for the Kronsberg district. A new direct light rail transit service links the settlement with the city centre (17 minutes). Three rail stops are located so that nobody has to walk more than 600 metres to catch a tram. In the residential area the car access is forbidden, except for Kronsberg residents; cycle paths ensure access to all facilities in the neighbourhood. All transport means (tram, subways, trains) had been planned so as to be ready for the first residents of the neighbourhood.

Energy: RES (wind energy, solar); 2 cogeneration plants used for heating needs of the district; energy efficiency measures were foreseen concerning construction of new buildings, training courses on low energy buildings were organised for constructors; 77 washing machines, 106 dishwashers, 122 refrigerators were financed from subsidies. KUKA distributed 2 water saving devices and 5 low energy light bulbs / household; in total 5615 low energy light bulbs were subsidised, the equivalent of 353MWh/year;

Water: all precipitation on built-up and paved areas is absorbed, collected and gradually released; equipment of all apartments with water saving devices.

Waste: innovative collection systems have been set; recycling rates of approximately 80% were achieved; during the construction phase building waste was sorted on site; the excavated soil was reused in the district for landscaping and environmental enhancement.

Social: different housing options (private apartments, social housing, 300 private homes); housing for disabled persons; housing for different ethnic representatives; old people centre; private childminding; second-hand shops; tenants' association; district council office; citizens' environmental campaign.

Difficulties faced and solutions found

Due to changes in growth patterns and a dramatically lower demand for new housing units than predicted in 1990, the Kronsberg development has been built at a much slower pace than originally anticipated. Instead of the project being completed by the year 2000, it is expected that the development could stretch out over 10-15 years. Still, after the completion of the first phase, it can be said that the Kronsberg development is considerably more successful than the EXPO 2000 itself in expressing and communicating concepts of sustainable development.

De-central expo projects results

For the first time at a World Exposition, exhibits were created outside the exposition grounds, the 'De-central Expo Projects'. The city of Hanover entered several projects in the EXPO competition, 'City and Region as Exhibit', and the next three projects were approved as de-central projects:

- City as garden (physical effect)
- City as social habitat (socio-cultural-effect)
- Ecological Optimisation at Kronsberg (physical effect)

The city as social habitat will be described in the next section with the socio-cultural effects. The other two de-central projects are elaborated as next items.

City as garden

Within the 'City as Garden' project, throughout Hannover over 30 different projects were carried out around the themes of 'New Settlements', Historical Gardens and Parks', 'Landscape Spaces' and 'Environmental Education and the Gardens Culture'. These five themes were mainly presented in four large 'garden spaces', closely linked to each other. One of these garden spaces was Kronsberg, whose garden concept encompassed:

- the open space concept in the new district
- shaping and enhancement of the countryside
- Spiel- und Sportpark' and the 'Parc Agricole'
- 'Herrmannsdorfer Landwerkstätten' (Kronsberg farm)

Through these projects, all 'City as Garden' themes with the exception of 'Historical Gardens and Parks' could be implemented in exemplary fashion on Kronsberg. Together with Ecological Optimisation, the garden projects constitute one of the bases for consistent sustainable development across the entire Kronsberg area.

Ecological Optimisation at Kronsberg

The main objective in developing the new Kronsberg district was optimal sustainable planning and construction at all levels, applying the latest knowledge and expertise on ecological building and habitation. The ambitious ecological objectives were set out in an appropriate framework through the land-saving development concept, the environmentally friendly traffic concept, high quality open space planning and the proximity of housing and workplaces. A special 'Kronsberg Standard' was devised to apply across the district to all buildings and open spaces, setting stringent and legally binding ecological conditions within the development plan, the single land sale contracts and other relevant regulations and bylaws. The project was subdivided by ecological theme into various concepts: energy efficiency optimisation, rainwater concept, waste concept, soil management and environmental communications.

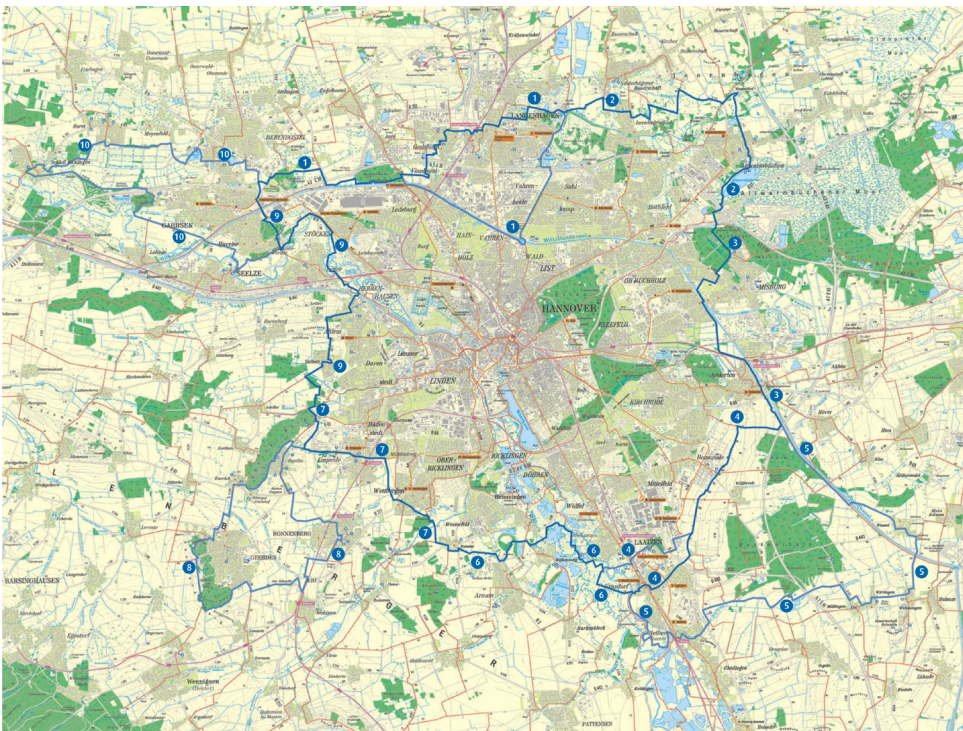


Figure 8.9: The green ring of Hanover (source: <http://www.hannover.de/region/naherholung/gruenering/index.html>)

8.5.2 Economic effects

The economic effects discussed in the theoretical framework are going to be evaluated in this paragraph. The underneath Table 8.10 shows which of these impacts are present for the case in Hanover. This is coloured in black. The impacts that did not occur in Hanover are coloured grey. The impacts that did occur but were not included in the literature are coloured purple. Each impact will be evaluated separately, in order to know what circumstances were needed to ensure this impact.





| | <i>Economical</i> | <i>Impact</i> | | <i>Scale of impact</i> | | | |
|---------------------------------|---|---------------|---|---|---|---|---|
| | | + | - |  |  |  |  |
| <i>Short term, before event</i> | Impact on employment | • | | | | | |
| | Construction jobs | • | | | | | |
| <i>Short term, during event</i> | Temporarily job creation | • | • | | | | |
| | Increased tourist vistis | • | | • | • | • | |
| | Benefits for local merchants - hotels and restaurants | • | | | | | |
| | Increase in income (indirect impact) | • | | | | | |
| <i>Short term, after event</i> | Influence on real estate values | • | • | • | | | |
| | Increase in prices of lodging and catering | • | • | • | | | |
| | <i>Decreased wealth of people with lower incomes (indirect impact)</i> | | • | | | | |
| | <i>Increased tourist visits</i> | • | | • | • | • | |
| | <i>Incite negative reaction from local firms faced with new competition</i> | | • | • | | | |
| | Increase in hiring - followed by an inexorable slowdown | | • | | | | |
| <i>Long term, after event</i> | Increased tourist visits | • | | | | | |
| | No catalytic role for IT-sector as planned for Eastern Pavilion Area | | • | | | | |
| | Influence on real estate values | • | • | • | | | |
| | Can be a catalyst in various economic sectors | • | | • | • | • | • |
| | Incite in trade, catering, lodging, events and railway turnover | • | | • | | | |
| | <i>Incite negative reaction from local firms faced with new competition</i> | | • | • | | | |
| | <i>Economic boost for the local economy</i> | • | | • | • | | |

Table 8.10: Economical impacts case Hanover

Legend:

regular text: impact from literature in case

italic text: impact from literature not incase

purple text: impact found in case after observation

Investments EXPO 2000

A lot of rumours went around that EXPO 2000 was a financial disaster. The expenses were high and due to the low visits at EXPO 2000, the revenues were not as expected. 40 million visitors were expected and 18.1 million came to visit EXPO 2000. Important to tell here is that Germany did not expected 40 million visitors in the first place, but the B.I.E suggested if Hanover wanted to invest that much in the city and its region, the Expo should be bigger and they should show it the world that they expected more visitors. It was part of the marketing strategy of EXPO 2000 telling the world they expected 40 million visitors.

A total of nearly €4 milliard has been invested. The most money has been spend on the modernisation of the Fair Grounds, followed by the investment in the S-bahn. Table 8.11 and Figure 8.10 show the division and percentage of investments.

| <i>Direct investments</i> | <i>In million euro</i> | <i>In percentage</i> |
|---|------------------------|----------------------|
| Motorways | 345,7 | 9 % |
| The EXPO-ring | 45,6 | 1 % |
| S-bahn | 809,3 | 21 % |
| D-line | 585,3 | 15 % |
| Kronsberg | 168,4 | 4 % |
| Investment in Fair Grounds Deutsche Messe AG | 881,2 | 22 % |
| Site preparation east EXPO-site and surroundings | 181,8 | 5 % |
| EXPO Plaza (excluding German pavilion, Planet M etc.) | 209,7 | 5 % |
| Landscape design, performance venues, entrances | 207,1 | 5 % |
| Worldwide project in Lower Saxony | 436,6 | 11 % |
| Traffic projects | 68,9 | 2 % |
| Total | 3.939,8 | 100 % |

Table 8.11: Investments EXPO 2000 by EXPO200 GmbH

Direct investments

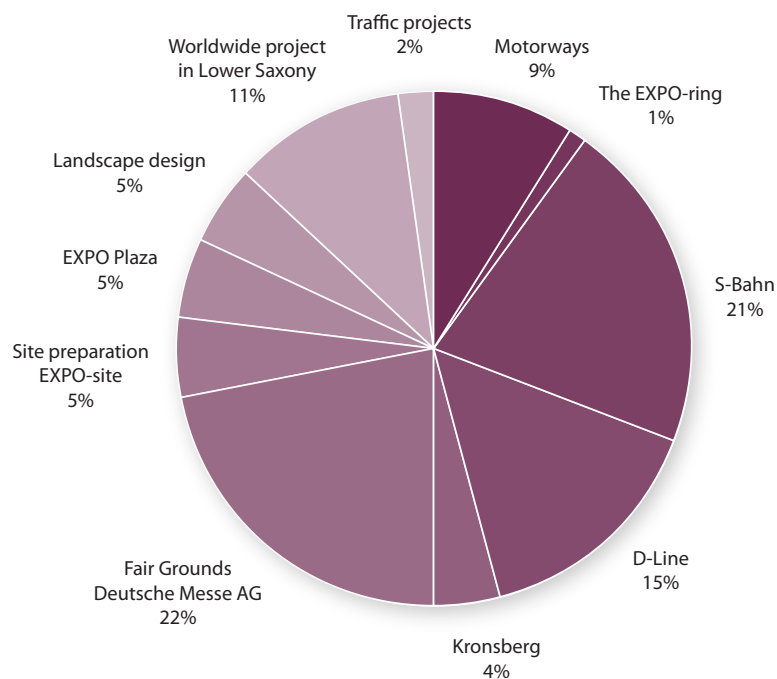


Figure 8.10: Investments EXPO 2000

Financial support

The city of Hanover supported EXPO 2000 financially. Kronsberg residential district was sponsored by the city. The expenses of this new residential district were in total €400 million. €168,4 million was covered by EXPO 2000 GmbH, the rest was invested by the city of Hanover (€231,6 million). Hanover made use of the opportunity to develop a new residential district by using EXPO 2000 as an engine for it.

Economic transformation

The economic goals have been studied in the post-use research of the Niedersachsen Institute of Economic Development (NIW).³ The development of the region has too much focused on the economy of the fair. There is not much new economy of the wished ICT development. The CeBIT and Messe has less attraction to the IT business world in recent years.

Tourism

Tourism is an important sector for the economy of the city. By organising an Expo, Hanover expected to have more tourism in its city after the Expo. Of course, EXPO 2000 has generated a peak of extra tourism in Hanover in the year 2000. But also, according to Figure 8.11, the tourism has been growing since 2002. Of course Hanover cannot compete with cities like Berlin or Hamburg, but the trend before the expo has been exceeded in more growth of tourism after the Expo. Result: tourism in Hanover is growing. Staging EXPO 2000 has certainly played an indirect role for this growth. Also due to the Expo the reputation of Hanover has been risen internationally.

³ Interview Rainer Ertel, see appendix 5

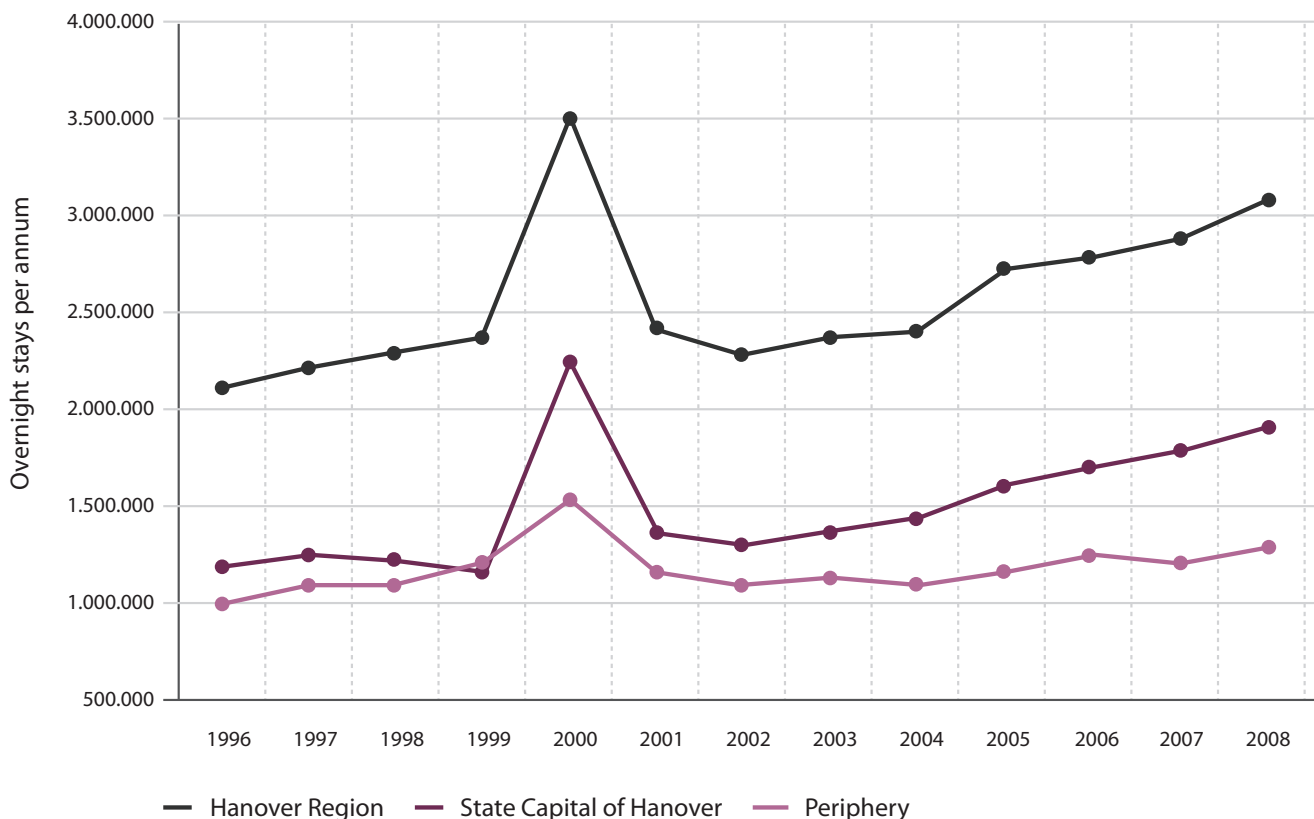


Figure 8.11: Visitor overnight stays in Hanover. (Source: lower Saxony state agency for statistics and communication technology, 2001-2009)

8.5.3 Socio-cultural effects

The physical effects discussed in the theoretical framework are going to be evaluated in this section. Table 8.12 shows the impacts that occurred in the case of Hanover. Each impact will be evaluated separately, in order to know what circumstances were needed to ensure this impact.





| | Socio-cultural | Impact | | Scale of impact | | | |
|--------------------------|--|--------|---|---|---|---|---|
| | | + | - |  |  |  |  |
| Short term, before event | <i>Impact on neighbourhood community</i> | | • | • | | | |
| Short term, during event | Security issues | | • | | | | |
| | Change image host city | • | | • | • | • | • |
| | <i>Impact on neighbourhood community</i> | | • | • | | | |
| Short term, after event | Increase interest and participation in cultural activities | • | | | | | |
| | Contribution to the quality of life | • | | | | | |
| | <i>Impact on neighbourhood community</i> | | • | • | | | |
| | <i>Image improving</i> | • | | | | | |
| Long term, after event | <i>Impact on neighbourhood community</i> | | • | | | | |
| | Increase the local interest and participation in cultural activities | • | | | | | |
| | <i>Contribute to transforming the image of the host city</i> | • | | | | | |

Table 8.12: Socio-cultural impacts case Hanover

Legend:

regular text: impact from literature in case

italic text: impact from literature not in case

purple text: impact found in case after observation

Short term effects

City as social habitat (de-central project)

The 'City as Social Habitat' project aim was to devise approaches and solutions for the conflict situations commonly occurring in a large city, and to apply them through planning strategies. Approaches to social problem clusters in their respective contexts should fulfil universal criteria without, however, presenting schematic off-the-peg solutions. Sub-projects were run at various locations in the city, and three 'City as Social Habitat' sub-projects were implemented at Kronsberg, to be integrated within the overall district social development programme. They were:

- Kronsberg arts and community centre
- the FOKUS sheltered housing project
- the 'Habitat' international housing project

Long term effects

At the former expo area several activities and businesses are situated which could generate a creative economy. A 'fachhoch schule design and media' is situated in the area and the TUI arena serve many activities, mainly for ice hockey, but also a lot of concerts are given in the arena. Further the area has some arts and IT businesses.

The main problem with the area is that the intended idea to establish a new centre of

information technology, design, media and arts, has not worked out positively, except for the few companies at the area just mentioned.

In the long term run there are no quantitative figures that can show that cultural activities in Hanover have been growing. But through the implementation of the World wide project, it has made a difference for Hanover. The city want to give the people of Hanover the option to choose for a broad range of cultural and social activities.

The socio-cultural development of the city has mostly been effected by the World wide projects. Focus is also on the environmental improvement. The EXPO 2000 GmbH financed parts of these projects. Further the city, Lower Saxony and the Federal Government financed.

8.6 Post-use development

The city of Hanover has two faces concerning the post-use of EXPO 2000 area. On the one hand the goals of realising a new residential city district and modernizing the Fair grounds are achieved. Also the infrastructural improvements are very well done. On the other hand the city is disappointed with the use of the EXPO park Hanover at the former Eastern Pavilion area and Expo Plaza. This is visible in the overview (Table 8.13) of the post-use concept and actual post-use.

| <i>Exposition concept</i> | <i>Post-use concept</i> | <i>Actual post-use</i> |
|---|--|--|
| <i>Deutsche Messe AG</i> | | |
| Thematic area | Exhibition halls Fair Grounds | Exhibition halls Fair Grounds |
| Pavilion West area | Fair Ground, exhibitions halls, park and parking lot | Exhibition halls Fair Grounds and open area, fairground park |
| World Expo site East | EXPO Park Hanover | |
| Expo plaza | Plaza and forecourt | TUI, WTC, fachhoch schule, companies |
| Pavilion East area | Business area for IT companies | Not fully in use |
| <i>Kronsberg</i> | | |
| Kronsberg new city district: During expo in use by employees of EXPO | Sustainable housing district | Sustainable housing district: phase 1 completed |
| <i>Kronsberg Commercial estates</i> | | |
| Trade fair business park | Trade fair business park | Trade fair business park |
| Temporary car park | - | Car park |
| Dgv, LBS and IBM | Dgv, LBS and IBM | Dgv, LBS and IBM |

Table 8.13: Exposition concept vs planned post-use concept vs actual post-use

EXPO Park Hanover was meant to be a new centre of information technology, design, media and arts. Although the city had a clear idea for the post-use of the specific area the outcome was less thriving. After the expo some of the buildings on that site were demolished, but far more have been 'saved'. From the 32 pavilions which were situated in the Eastern Pavilion Area are now 11 on the site in use and 21 are not. From those 21 pavilions, 11 have been relocated somewhere else in the world. 4 have been destroyed until today and 6 are still

being empty and not in use. This affects the attractiveness of the area. Only one of those 6 which are empty is not sold yet to an investor or project developer. Take a look at appendix 6 and 7 for more information about the current situation of the former pavilions on the Eastern Pavilion Area and see Figure 8.12 for examples of deterioration of the Polish and Dutch pavilions.



a.



b.



c.



d.

Figure 8.12: a+b: Polish pavilion at EXPO 2000 and ten years after, c + d: Dutch pavilion at EXPO 2000 and ten years after.

Why did the implementation of the strategy to create an IT and commerce district in this area not work out well?

There are several causes for this. One of the reasons was the 'dot-com bubble'. The dot-com bubble was a speculative bubble covering roughly from the years 1995 to 2000. During this years the stock market values rose rapidly due to the growth of the IT sector and its related companies. The bubble bursts on 10 March 2000, with the NASDAQ peaking at 5.048. See also Figure 8.13.

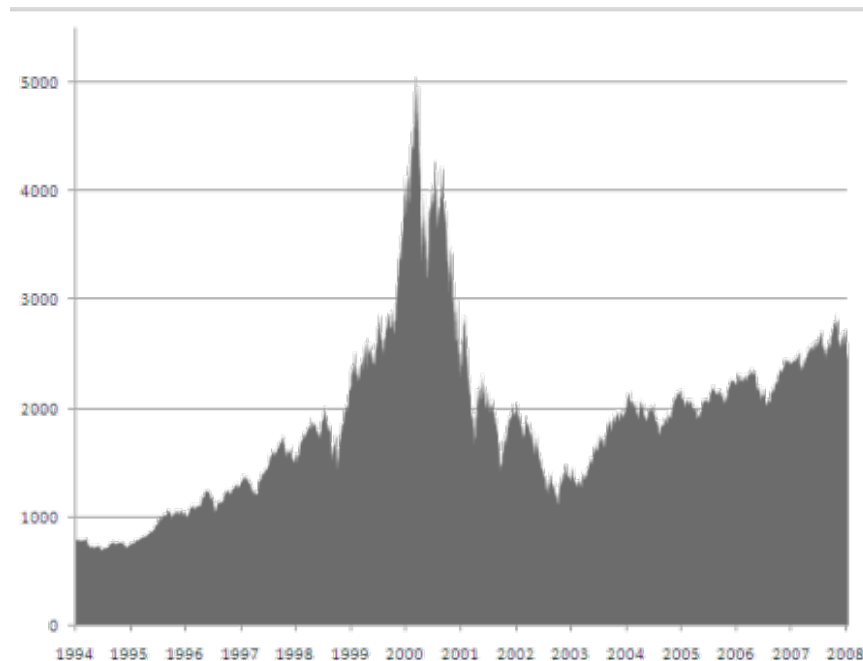


Figure 8.13: The technology-heavy NASDAQ Composite index peaked at 5,048 in March 2000, reflecting the high point of the dot-com bubble. (Source: http://en.wikipedia.org/wiki/Dot-com_bubble)

When the bubble bursts it caused a global recession which unexpectedly prolonged in the most western countries. Due to the burst a lot of dot-com companies and other IT related companies were forced to stop business because no revenues were generated, and definitely no profit. The small IT companies could not settle in EXPO Park Hanover, where EXPO GRUND GmbH was hoping for.

The idea of the strategy was from the year 1995 right at the beginning of the dot-com bubble. At that time it seemed like a logic choice to create an IT-cluster, but after EXPO 2000 the economic conditions were changed. Hanover did not had an alternative nor did they react at the changing economic conditions. Scenario planning could have been an solution for Hanover in this specific case.

Another reason to blame for the weak implementation is more an internal reason. Hanover would have probably thought that with the organisation of IT-fairs, like Deutsche Messe and Cebit and on top of that having IBM as network puller in the area, the area would attract smaller IT business. They were convinced that the area could serve as a competitive business environment for the IT sector. But what the city did not took into account is that the IBM office is too far located from the Eastern Pavilion Area (about 2 kilometres north from the area) to work as an network puller.

According to Diez (2002;p393), the Hannover Region had a good chance of becoming established as an important IT location in certain fields, but only if the impetus of EXPO is regained and all the important actors work together toward the same goal. The efforts made until 2002 show that there is a lack of a clear goal, there can be assumed that this until today still is the case. EXPO GRUND GmbH is trying to focus on the establishing of an IT sector, but is merely reacting, instead of proactively developing the existing potentials further by the location of educational and scientific facilities of the State of Lower Saxony and also of some firms, thus supporting the development of network structures.

Because it was hard to find potential buyers, the EXPO GRUND GmbH approved with placing an IKEA centre at the south of EXPO park Hanover. This was not the intention, but it might bring more people to the area. In 2007 there were even ideas of extending it with more furniture stores. Further a church is now located in 'the whale' and the BMW is also located on the area in the former French pavilion with a large showroom.

The north side of EXPO park Hanover (former Expo Plaza) is better in function. Almost all plots are sold and actually in use. The TUI arena is here, as well as the Expo plaza centre and fachhoch schule design and media.

8.7 Summary, evaluation and conclusions

This final paragraph of the case of Hanover will give first a summary of the vision, goals and strategy which has been used in this project. Then the conclusions will follow, together with an evaluation.

8.7.1 Summary

Vision of Hanover

The vision having a World Expo in the city of Hanover was mainly to have a vehicle for the modernisation and extension of the Deutsche Messe Fair Grounds, and to make the region more attractive for the economic development. Secondly, the city wanted to develop and upgrade the infrastructure of the city and the public transport. At last, the city wanted to improve the social and ecological conditions of urban life.

Goals of Hanover

a) Modernize the Hanover Fair grounds in order to be maintain the position as biggest Fairs Grounds of the world.

This goal has been achieved. New halls and structures were added to the Exhibition Grounds. Also the design of green areas and parks were implemented to modernise the Exhibition Grounds.

b) Improvements to the transport infrastructure, especially public transport in Hanover Region.

This goal has also been achieved. The Exhibition Grounds have a new ring-road, regional public transport has been improved and the connection with the city centre and airport by public transport is improved.

c) Development of a new residential city district at Kronsberg, which shall relieve the very tight housing market. And development of a new and commercial and IT district.

This goal has been partly achieved but is not totally implemented. Phase 1 is achieved and has relieved the very tight housing market. Therefore phase 2 and 3 will be developed if housing market is growing in future.

The goal to realize a commercial and IT district has failed, this can be blamed to the dot-cum bubble bursts and wrong strategy of EXPO GRUND GmbH.

d) Creation of a large-scale landscape enhancement concept for Kronsberg where the interests of recreation, nature conservation and agriculture impinged upon each other.

This goal is kind of achieved. Questions can be put if the area is in use as much as desired.

The long-term uses for the expo areas were as follows:

- A special expo development area. The post-use of the western section would go back to the Hanover exhibition Grounds of Deutsche Messe AG and the post-use of the eastern section would serve as high quality commercial areas.

- Residential areas at Kronsberg of around 130 hectares which is intended for around 6.000 homes.

- A new metro/tram line (D-line) and new main road links (including EXPO-ring) to serve the residential area and the Hanover Exhibition Grounds.

- Built areas delineated with green corridors, woodland on the crest of the hill, agricultural use on the eastern and southern slopes of Kronsberg.

These uses are not concrete post use goals. The post use goals were not clear and never formulated correctly. The long term post use goals are only urban goals. These goals are never strategic formulated! There were no mile stones.

Strategy of Hanover

The overall long term strategy of Hanover is to use EXPO 2000 as vehicle for fast development, reaching physical, economical and socio-cultural developments. This is all supported by a city marketing strategy. The stimulation of urban development and economic growth will be captured in several implementation strategies:

- Short term strategy for the modernisation of the Exhibitions Grounds (western area)
- Long term strategy for high quality business and commerce district (centre area, EXPO PARK Hanover)
- Short and long term strategy for Kronsberg sustainable residential area (eastern area)
- Transport and infrastructure strategy

The City of Hanover does not have a clear post expo strategy. They gave the expo area back to Deutsche Messe AG and a new company under the name of EXPO GRUND GmbH should work on the implementation of EXPO PARK Hanover, former Eastern Pavilion area and Expo Plaza.

To conclude, almost all strategies used did worked out well for the expo and its post-use. Except for the long term strategy for high quality business and commerce district (centre area, EXPO PARK Hanover). This only strategy did not worked out well.

8.7.2 Conclusion and evaluation

To conclude this Hanover case an evaluation of the post-use concept is now following. Answering the following question:

• What were the strengths and weaknesses of the case considering the implemented post-use strategy?

The EXPO 2000 was a successful exhibition, despite the low numbers of visitors. The city's urban goals have been achieved and Hanover has developed its region, while there remained a stabilisation/small growth of Hanover's Region population. However, the post-use of the Eastern pavilion area is not quite optimal, it is not totally in use. For a reasoned final analysis the strong and weak points are being summed-up in Table 8.14. The total judgment is not easy.

| <i>Strengths</i> | <i>Weaknesses</i> |
|---|--|
| Improvements of infrastructure (roads) | Weak implementation of IT business and commerce area (EXPO PARK Hanover, former Eastern Pavilion Area and Expo Plaza.) |
| Improvement of public transport connection between City-Exhibition Grounds and City-Kronsberg | Disrepair of pavilions at World former Eastern Pavilion Area |
| Well planned infrastructure on World Expo site East (before Expo all infrastructure elements were incorporated in plan) | Failure marketing strategy to gain image |
| Creation of new sustainable housing city district | Failure of post use concrete strategy for eastern Pavilion Area |
| Modernisation of Hanover Exhibition Grounds | No clear responsibilities |

Table 8.14: Strengths and Weaknesses of Hanover case

When looking at the strength and weaknesses, questions are put how come the implementation of the ICT business and commerce area did not have the desired effects and the area did not flourish? Can economy be blamed or were there too much risks which were not foreseen? Can the organisation be blamed or was the vision or strategy wrong? Or had EXPO 2000 GmbH too great ambitions? These answers will be answered by going through each point in the SWOT analysis.

Strengths

One of the strong points of Hanover's development project is the good improvement of infrastructure in Hanover and its region. The metro/tram in Hanover is a very modern and effective vehicle to use, especially as visitor of the Exhibition Grounds when travelling from the city centre to the area. The S-bahn has made significant improvements. It connected the Exhibition Grounds with the national and international high-speed rail network and a connection with the airport in the North-West Hanover was made possible. More location bounded is the creation of a Trade Fair ring road constructed around the Fair Grounds and the Eastern Pavilion Area.

A next strong point of Hanover's project is the development of the sustainable residential area of Kronsberg. Based on the Agenda 21 principles the Kronsberg area is as a model for 21st century housing. The construction of the houses is ecologically optimized and the area consists of many open spaces, playgrounds and inner courtyards. Also does the area have three tram stops of the D-line which takes you to the city centre in maximum 20 minutes. Next to all these aspects the area has a variety of amenities ; supermarket, school, child care centre, arts and community centre, church centre and health centre.

The last strong point of this project is the modernisation of the Hanover Exhibition Grounds. The physical quality of the Exhibition Grounds are upgraded through the implementation of the masterplan for the organisation of the expo. The area has constructed new halls and more designed green parks and alleys are now present on the Exhibition Grounds.

Weaknesses

Coming to the weak points of Hanover's development project the following can be named. First to start with the different kinds of investment that had to be made. This is not actually a weak point, but the many debts that have been generated due to the low revenues are the weak point. The expo itself did not generated profit at all. The opposite was the case; the expo did not achieved to receive as many visitors as they hoped to cover up the expenses spend. The national government is paying off this debt. The national government did not anticipated good enough on what the costs would be and what the revenues would be.

The second point that did not succeed, and therefore not support the urban development or economic growth of Hanover, is the redevelopment of Eastern Pavilion Area. This area was totally prepared to function as a high quality commercial estate. Due to the fact that not every plot could be sold to an investor or company, still a large part of that area is not in use. Quite some pavilions remained after EXPO2000 in order to serve as office space for commercial companies. Many of them are still not in use and being deteriorated. From the 34 pavilions which were situated in the Eastern Pavilion Area are now 11 on the site in use and 23 not. From those 23 pavilions, 12 have been replaced somewhere else. 5 have been destroyed until today and 6 are still being empty and not in use. Only one of those 6 which are empty is not sold yet to an investor or project developer.

Related to the weak point mentioned above is that can be concluded that the post use debilitated. There has been a small economic growth which remained after the expo, the same accounts for the population growth in Hanover Region. It can be adopt that EXPO 2000 had a positive influence on this. Otherwise decline would probably be the case. The risk to Hanover as city have been low. The city has benefitted from the expo, but the post-use benefit is small.

Another weak point of this development project is about the image of the city. Hanover wanted and hoped to create an image change for the city, with the organisation of the Expo and the modernisation of the Fair Grounds, to make the world more aware of what Hanover can offer, especially the focus on ICT, mechanical engineering and the car industry. In a way they did made the world aware of their liveliness, but as soon as the Expo was finished no

further attention was given to the city anymore. Only twice a year when Cebit and Hanover Messe Fair is organised. But this off course only attracts the same people year after year, they come for the Fair not for the city.

The tourism in Hanover has grown a bit after the expo, but most visitors come from places not far. It seems that Hanover has not more to offer, it does not have the density of population to be a world city. It remains unless a provincial town. Important to tell is that this last weak point does not affect the urban development of the city in a negative way, it is only not generating extra economic growth for the city.

When evaluation the (post-use) vision, goals and strategy the following becomes clear. The overall view is that the vision of the city has worked. The infrastructure is done, the city has grown with socio-cultural developments.

The Deutsche Messe AG had probably used a wrong vision as to the potential growth of Hanover exhibition Grounds. The trend is even negative. In 10 years time 30% fewer visitors and 16% lower exhibitors.

The post-use vision was there, but the city has lacked clearly to define the post-use long term developments. They could not implement the vision into a concrete strategy. It was not concrete in the minds of the organizers. There has been thought practically about the re-use of the roads and sites, but the post-use opportunities were wrong and over estimated.

The new development of the Eastern Pavilion Area with for example IKEA warehouse and BMW should be seen as opportunity products and not products of an post use vision and strategy. Cause the vision of EXPO GRUND Hanover was too establish a highly IT and commerce district. Not retail business.

Added to that, the real estate values of the Eastern Pavilion Area has become less. There are several plots not in use. The northern side, the Expo Plaza has kept some functions after the expo and has managed to retain a reasonable image.

Opportunities for future development

The opportunities are limited due to the small growth of the economy. The post-use strategy should have been more economically substantiated and in a more realistic way. The B.I.E. may have probably steered too much on the large scale of the event. In any case, the B.I.E. was the driving force to make EXPO 2000 very big.

The tourism opportunity for specific post-EXPO 2000 is very low. The museum EXPO 2000 is the only remaining product.

The judgement from the forum was clear; the feeling that some kinds of mistakes were made. The forum was aiming to awake the City of Hanover. Deutsche Messe AG and EXPO 2000 GmbH did not gave specific matters that went wrong. The opinion was that the regional economy did not had much growth.

In order to learn from the mistakes, a new post use masterplan for especially the Eastern Pavilion Area should be made. A realistic view has to be generated for further development. Market 'tuning' has to be done in order to find out what this area of Hanover needs. The city itself should take the initiative for this. Perhaps the post-use plans should focus more on quality and feasibility.

Conclusion

To conclude this case there must be given a clear answer to the following question: 'What has been done to reach optimal use on the short and the long run?'

The expo organisation has mainly focused on the exhibition self. The city has focussed more on the long-term urban goals. Expo 2000 GmbH has operate as Fair organisation and had less eyes for the post-expo city goals. After 10 years the city recognised this problem at the congress forum in the city hall on 4 May 2010.

It can be recommended that after the ending of EXPO 2000 the organization, EXPO 2000 GmbH, should be transformed in a post-EXPO 2000 GmbH with clear vision and strategy. An optimal post-expo strategy has never been formulated, unless the set up of the EXPO GRUND company, and neither the City of Hanover nor the Deutsch Messe had taken their responsibility for this shortcoming. Thereby the vision EXPO GRUND used has not been totally effective.



Oceanium, Expo 1998 Lisbon

9

Case: Lisbon EXPO 1998

The case of Lisbon Expo 1998 will be outlined in this chapter. It will show elaborately why Lisbon organised an EXPO, how did they managed it and what has been done with the post period developments.

First an introduction will described the case according to a timeline. The next section will discuss the strategy of EXPO 1998 and its post use strategy. After that the effects of EXPO 1998 will elaborated in its economical, physical and social-cultural way. The last section will conclude to what extend the post-use has been like for Lisbon after EXPO 1998.

- What kind of vision, objective and strategy did the former host-city developed, to make the best out of expo areas post-use?
- What were the results and effects of the implemented strategy? What impacts have been identified in the case?

9.1 Project characteristics

This case concerns a brown field development in Portugal. The considered area is located around 7 kilometres north-east from the city centre, still in the urban agglomeration of Lisbon. The 340 hectare area is situated along the Tagus River, with almost 5 kilometres of riverfront. The depth of the area varies from 550 meters till 850 meters. See Figure 9.1 and Figure 9.2 for the location and specific area.

The total development project is divided into the EXPO'98 project and a post-use project, called Parque das Nações. The operating and managing company of the development is Parque Expo group, which is created by the government. The development was initiated in 1989. While the development supposed to be finished by 2007. Most of the development is accomplished, except there are a few places left now being constructed on the north. Nowadays the company is dealing with some local problems to overcome. Table 9.1 shows an overview of de project characteristics.

Expo project characteristics

The EXPO'98 project became reality when the capital of Portugal, Lisbon, won the bids for the 1998 Specialized Expo. Lisbon chooses the deteriorated area along the Tagus River. The Expo in Lisbon was fully built from scratch. A lot of buildings were pre-sold or sold after the event, so that after-Expo repurposing was ensured. And this also would leave the site not semi-abandoned after the Expo closed, as had happened with previous expos, particularly

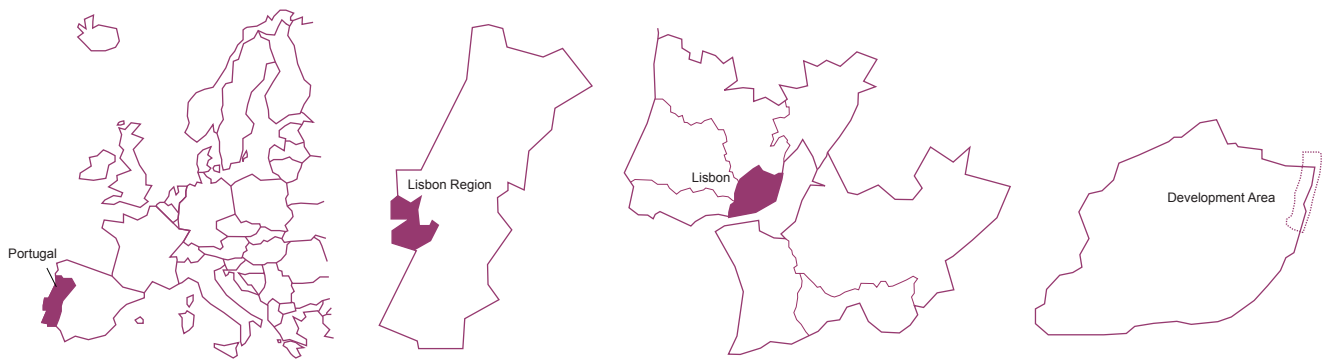


Figure 9.1: Portugal, Lisbon region, Lisbon and the development area for EXPO 1998



Figure 9.2: Development area along Tagus River

with Seville Expo in 1992. The Expo took place from May till September. In those 5 months more than 10 million people visited the Expo. For this development two master plans have been designed by the Expo company Parque Expo; one for the expo-plan itself and one for the larger area of redevelopment. The development area was not totally developed for the Expo. 70 hectares were in use for the EXPO'98 project. The rest of the area was mainly as a parking lot in those months.

Post-use project

A half year after the Expo, the site reopened as 'Parque das Nações' (Park of the Nations), a free-access park. Within Parque das Nações, buildings or vacant parcel lots were sold for office or living space, this in order to offset the Expo's costs. The area today is thriving, modern, stylish, and is attracting 20 million tourists a year to its gardens, museums, commercial areas and modern buildings (Miltenburg, 2009). It has also become permanent residency for up to 20.000 people and one of Lisbon's premier business centres, with many multinational corporations basing their headquarters in its main avenue (Miltenburg, 2009). Parque das Nações lived beyond Expo '98, not just being still the manager of Parque das Nações but, having acquired the know-how in urban conversion and planning, sells its advising and consultancy services to other cities around the world.

Post-use project

A half year after the Expo, the site reopened as 'Parque das Nações' (Park of the Nations),

| Project characteristics | |
|-----------------------------------|---|
| Type of development: | Brown field development |
| Location: | Waterfront, 340ha urban development project of which 70ha EXPO'98 project |
| Operating and managing companies: | Public company created by the government |
| Initiative development: | 1989 |
| Initial finishing development: | 2007 |
| State: | A few parts still to be developed |
| Development period: | 18 years |

Table 9.1: Project characteristics

| Characteristics EXPO '98 project | |
|---|---------------------------------------|
| Date | 22 May 1998 – 30 September 1998 |
| Theme | The Oceans, A Heritage for the Future |
| Participating countries | 155 |
| Site | 70 Hectares |
| Number of visitors | 10.128.204 |
| Expenditures | €1.1 billion |

Table 9.2: Characteristics EXPO'98 project

| Characteristics post-use project | |
|---|----------------------------------|
| Date | 30 September 1998 – present day |
| Name | Parque das Nações |
| Area | 340 Hectares |
| Number of visitors | 20.000.000 per year |
| Finance | 170 million dept (total project) |

Table 9.3: Characteristics post-use project

| | 1998 | 2009 |
|----------------------------------|-------------------------|------------------------|
| <i>Inhabitants Lisbon</i> | 593.087 | 479.884 |
| <i>Inhabitants Lisbon Region</i> | - | 2.830.867 |
| <i>Inhabitants Portugal</i> | - | 10.637.713 |
| <i>Square km Lisbon</i> | | 84 km ² |
| <i>Square km Lisbon Regio</i> | | 2.940 km ² |
| <i>Square km Portugal</i> | | 92.094 km ² |
| <i>GDP Portugal nominal</i> | \$ 229,8 billion (2006) | \$ 227,8 billion |

Table 9.4: Facts and figures Portugal, Lisbon Region and Lisbon (source: Instituto Nacional de Estatística INE)

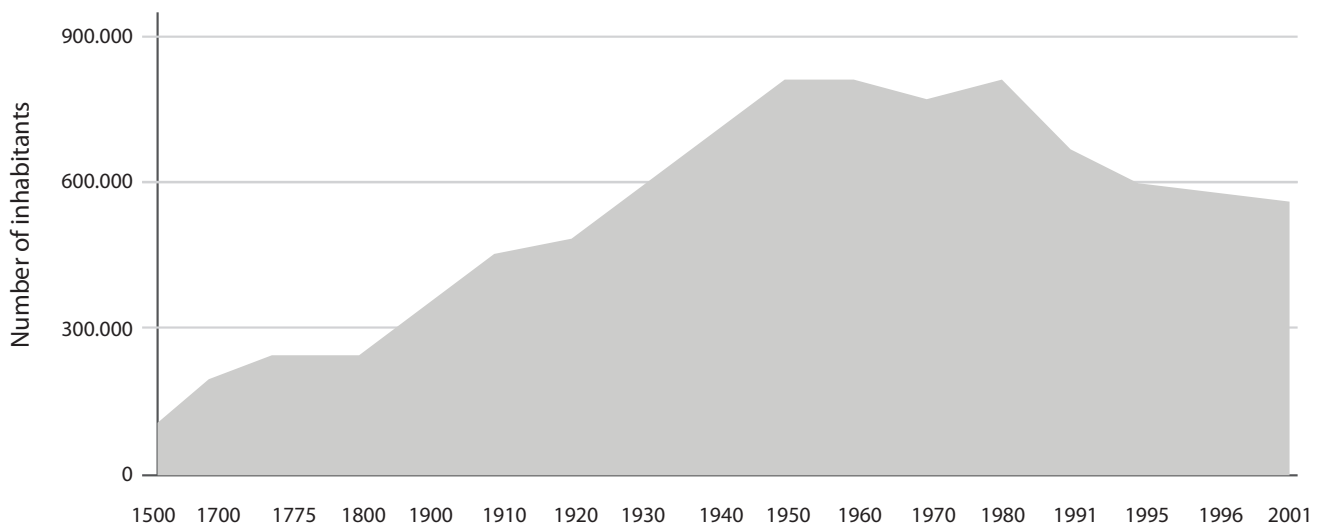


Figure 9.3: Evolution of Lisbon population from 17 century until today. (Source: INE/Análise Departamento Turismo)

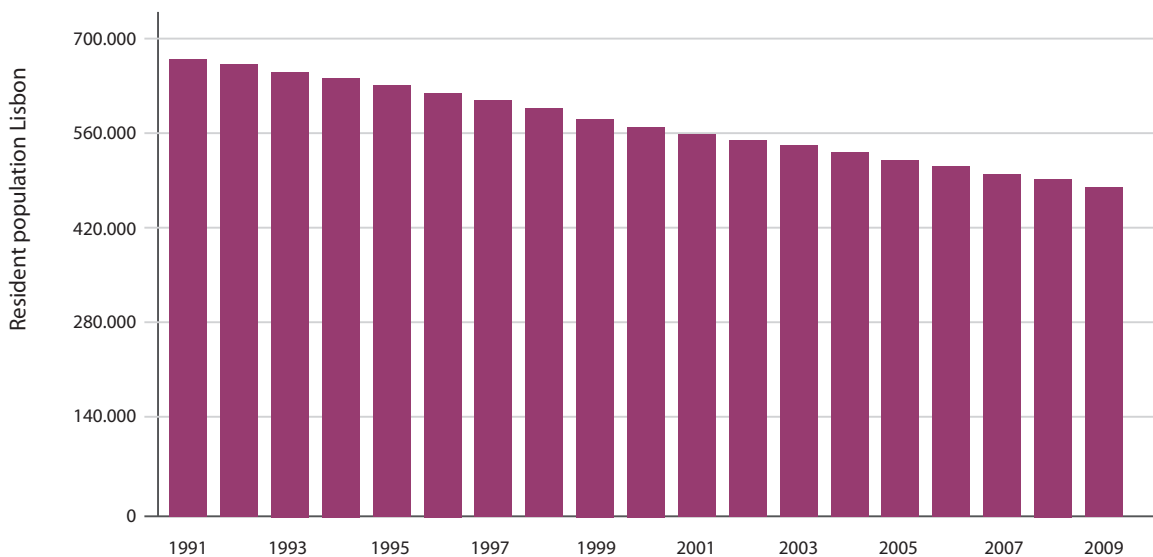


Figure 9.4: Population Lisbon 1991-2009 (Source: Instituto Nacional de Estatística INE)

a free-access park. Within Parque das Nações, buildings or vacant parcel lots were sold for office or living space, this in order to offset the Expo's costs. The area today is thriving, modern, stylish, and is attracting 20 million tourists a year to its gardens, museums, commercial areas and modern buildings (Miltenburg, 2009). It has also become permanent residency for up to 20.000 people and one of Lisbon's premier business centres, with many multinational corporations basing their headquarters in its main avenue (Miltenburg, 2009). Parque das Nações lived beyond Expo '98, not just being still the manager of Parque das Nações but, having acquired the know-how in urban conversion and planning, sells its advising and consultancy services to other cities around the world.

Country and city characteristics

Lisbon is located at the river Tagus close to the coast.

Since Portugal entered the European Union in 1986 the welfare of Portugal has increased a lot. Still remains Portugal as one of the poorest country in Europe. The region of Lisbon is a

region that consist of the municipalities of Lisbon and Setúbal. The region has a surface of 2.802 km² and has around 2.8 million inhabitants. The region was established in 2002. Prior to 2002 the region was referred as Lisboa e Vale do Tejo. The two sub-areas are Grande Lisboa and Península de Setúbal. The Lisbon region is the wealthiest region in Portugal and it is well above the European Union's GDP per capita average, it produces 45% of the Portuguese GDP. Lisbon's economy is based primarily on the tertiary sector.

Table 9.4 gives an overview of the scale of Lisbon, Lisbon Region and Portugal, in terms of population and area. The characteristics are shown from year 1998, when the expo-project was there, and from recent years. Also the nominal gross domestic product is shown.

In this table (Table 9.4) clearly can be noticed that the population of Lisbon is decreasing. Figure 9.3 and Figure 9.4 show graphs of the evolution of Lisbon population, which shows that since 1981 the population of Lisbon decreases. The highest amount number of inhabitants the city have had is around 807.937 people in the year 1981.⁴ The decrease in Lisbon's inhabitants was mainly caused by the number of young working people moving to the suburbs and was reinforced by the tertiarisation of central areas and by the skyrocketing prices of land in prime and more centrally located areas. Lisbon's suburban growth went hand in hand with the development of transport. The main roads and railway lines lead to the growing suburbs of Cascais, Sintra, Loures and Vila Franca de Xira in the 80s (Fonseca, 1999, p 201).

9.2 Timeline: from concept, to realisation, to post-use

1900-1950 The area what now is Parque das Nações was industrialised during the first half of the twentieth century, it became Lisbon's area of choice for the country's first oil refinery. The oil refinery was settled at the riverfront of the Tagus.

1940s During these years 60 hectares of the area had been built as a hydroplane facility. The hydroplanes used to fly between the United States and Europe and stopped at the then brand new 'Doca dos Olivais' after landing on the Tagus River.

1960s During the 1960s, the area started to progressively deteriorate, becoming a derelict field contaminated with industrial waste from discontinued industrial activities.

1989 The idea of having a World Expo in Portugal evolved in the first months of 1989 between António Taurino Mega Ferreira and Vasco Graça Moura. They both had the task to organize events for the celebration of the 500th anniversary of Vasco da Gama's arrival in India in 1498. Once government support was obtained, Ferreira proposed a plan to the BIE one year later.

1990 The application of the Portuguese was formally submitted to the BIE at its General Assembly on the 14th of June 1990.

⁴ Source: Wikipedia: <http://pt.wikipedia.org/wiki/Lisboa>

1992 On the 23rd of June 1992 the General Assembly approved Lisbon to host the EXPO 1998. With 23 votes in favour against the 18 votes cast in favour on the application of Toronto.

1993 This year can be described as the year in which the legal administrative structure needed by the global project was created. This also included the creation of the Commissariat and the company charged with the implementation of the global project, Parque EXPO 98, SA. On 4 February 1993 the first Commissioner-General was appointed to Expo '98: António Cardoso e Cunha. He is the person with the main responsibility of the event.

An important step forward was taken with the coming into force of Law no 57/93 of the 6th of August 1993. By this Law, the Parliament of the Republic gave the Government permission to create a special legal framework for the urban regeneration of the redevelopment area of EXPO '98 to Parque Expo. Parque Expo was also given the responsibility for the drawing up of the redevelopment plans, for approval by the Minister of Public

In this year also the start of the design of the Exposition begun, as well as the development of the redevelopment area and the international promotion strategy.

1994 The EXPO was registered at the General Assembly on 8th of June 1994. Also the Site contents plan was approved, the grounds were cleared of activity and possession thereof were delivered, progress was made in the urban development plans, the most relevant architectural and engineering projects were launched and the Oceanarium and access road works commenced.

1995 The planning work was concluded in this year and the construction works started, which were to continue for the following two years. Also in this year the first promotion campaigns were launched.

From this point on Parque Expo was selling plots to developers, investors or new owners to develop the plots according to the master plan designed by Parque Expo.

1996 1995 and 1996 were two years of project consolidation and intense construction. Little by little, the site was fully cleared of all discontinued facilities and encumbrances and the grounds started taking shape as construction of the North and South International Zones, the Pavilion of Portugal, the Pavilion of the Future, the Pavilion of Knowledge of the Seas, and the vast, multi-modal Oriente Transport Station – which constitutes a veritable “lung” of multi-modal public transport systems providing access to the EXPO '98 showground – began.

1997 Commissioner António Cardoso e Cunha was replaced by José de Melo Torres Campos on 6th Feb 1997. 1997 was, in fact, the most decisive year of all – it was the year when expectations were far exceeded, both concerning the final number of exhibitors, and with respect to the volume of funding obtained from sponsorships. That year, construction of the Camões Theatre, the Virtual Reality Pavilion, and the Video-Stadium/ Sony Plaza began.

1998 The expo opened its doors on 22nd May and was closed on 30 September. Only 15 days after EXPO 98 the Site was reopened to the public as the “Parque das Nações” (Park

of the Nations).

Parque EXPO Serviços, SA was formed to manage, through a contract with Parque EXPO 98, SA, the assets of the EXPO Group and therefore to monitor the global EXPO'98 project in the post-Exposition phase.

1999 The main entrance was converted to Centro Vasco da Gama, a regional shopping mall which opened on April 27 1999. After the expo the Oceanarium became a very attractive puller for tourist in the area. This museum stands for a cultural and education day trip. Also the theatre of Parque das Nações helps to create cultural activity in the area. There are many restaurants which opened quickly after the expo, since the area is visited during day and night for social contact and activities.

2000 In 2000 the marina was destroyed due to the sediments coming into the marina from the strong flow of the Tagus River.

2003 In this year most of the plots were sold; 95%.

2007 Initially the development of the area should be finalized this year. Due to physical problems of the Marina and the slow development of the far north part, the development is in this year still in process.

2008 In July this year the Urban Management Department of Parque Expo Group was established: Parque Expo - Gestão Urbana do Parque das Nações, S.A. This department is responsible for the urban management and maintenance of the area.

As part of the tenth anniversary of EXPO'98, a round of conferences on the theme "The City in the 21st Century" was addressed by a number of prestigious Portuguese and foreign speakers who drew attention to the danger that cities might eventually collapse.

2009 The Marina has been fully re-build. As a result of 12 million Euro in investments, the Marina in Parque das Nações is the first marine in Portugal that has a floodgate system. It is a semi-open marina, benefiting from a flood control device that operates via a closing dyke. It re-opened its doors in June 2009.

2010 The area has almost been totally developed. Except the north part where the former waste dump was situated. The plan is to sell it to a developer who wants to make it a golf course.

The Vasco da Gama tower is current under construction; a hotel is being added to the tower.

Summary

Figure 9.5 on the next page gives a clear overview of the timeline discussed in the section. It shows the expo lifecycle, which has been filled in according to the Lisbon case.

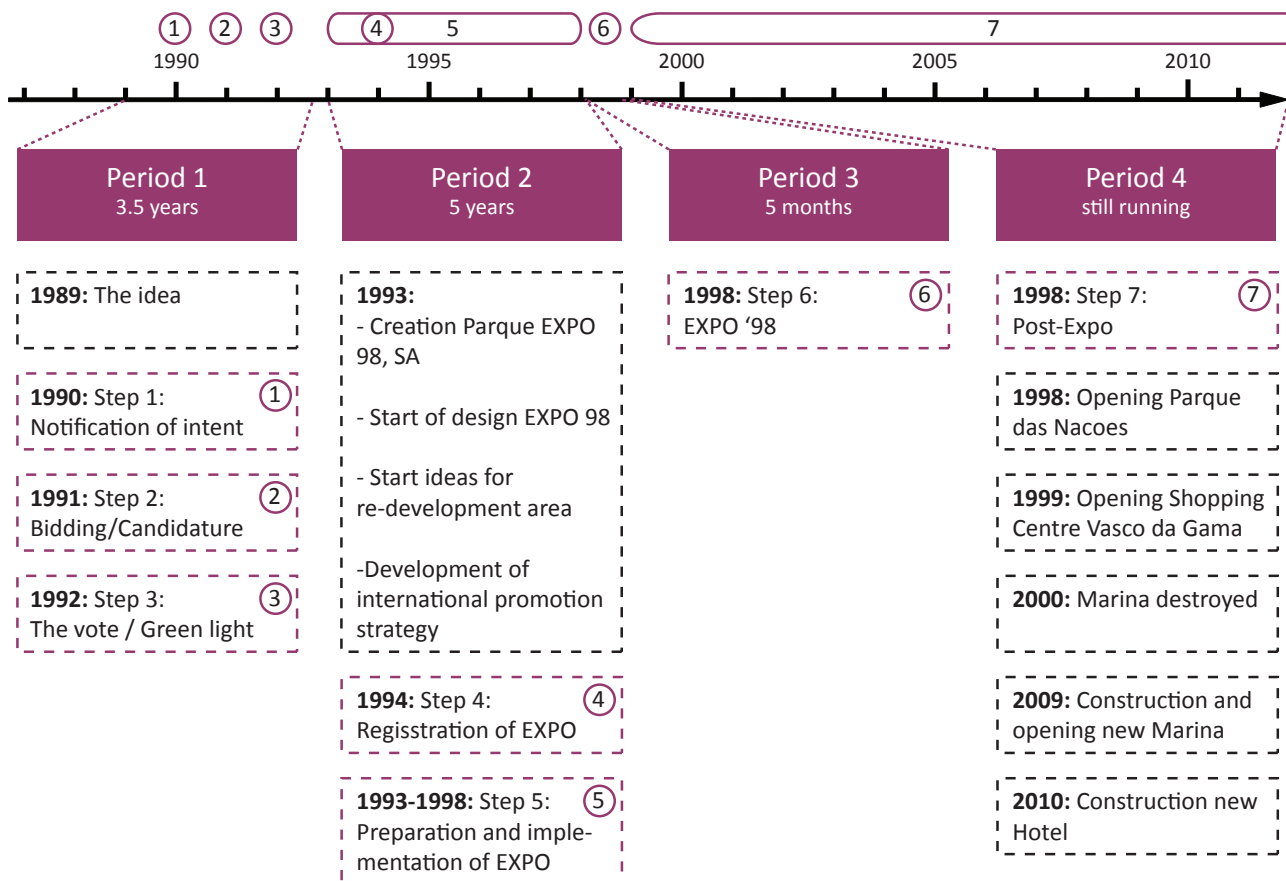


Figure 9.5: Periods and steps in EXPO '98 project

9.3 Company

The company involved within the project will be discussed in this paragraph, to clarify the projects organisation.

Parque Expo

Parque Expo is a public owned company with private powers (Law no. 88/93). During the process Parque Expo played the role as an urban development agency. Not only was the municipality of Lisbon in the company represented, due to the fact that the municipality of Loures also owned land from the area to be developed. So the two concerned municipalities, Lisbon and Loures, are represented in the Board. The shareholder division is visible in Table 9.5. This shows that the Portuguese State represented the far out the most in the company. The state selected and appointed experts to work within the company.⁵

Parque Expo consisted of two teams; one for the organization of the Expo and one for the post organization. To carry out this dual mission and to be sure the development would be speed up enough, Parque expo was given full capacity to expropriate and special powers over:

- Project management, financing and contracting;
- Urban planning and permit issuing. So they had the possibility to approve urban plans (Law no. 57/93 and LD 354/93, until Dec 1999, then given back these powers to the two involved municipalities);
- Urban management (until a date to be established, after will be giving back to the two

⁵ Source: interview Paulo Loff

⁶ www.parqueexpo.pt

| <i>Shareholder division (at start in 1993):</i> | <i>Share of nominal capital (100 %)</i> |
|---|---|
| Portuguese state | 99,1% |
| Lisbon City Council | 0,9% |
| <i>Shareholders division 2010⁶</i> | |
| Portuguese state | 99,43% |
| Lisbon City Council | 0,57% |

Table 9.5: Shareholders division Parque Expo



Figure 9.6: Logo Parque Expo

municipalities. This issue is pending);

- Marketing and commercialization.

Parque Expo had the power to operationalize as a government body. But you can wonder that they did make up their own vision about the organization of this Expo development and post-development. With the expropriate powers they had to pay the compensation involved itself.

Parque EXPO's objectives were not only to organise and manage the last World Expo of the century, but also to implement a vast urban and environmental renewal project on the area selected for the event, which contribution was a key factor for the event's success.

9.4 Vision, goals & strategy

This paragraph shall elaborate on the specific strategically contents of the organization of the Expo and the post-expo. It will tell about the initial plan and future vision, about the objectives that were set and about the step by step plan to achieve the objectives.

9.4.1 Motive and vision

With the upcoming celebration of Vasco da Gama's 500th anniversary for his discovery of the sea route to India in 1498, Portugal had the motive to organize a large event and with that wanted to show the world what they were capable of; not only to organize an event but at the same time to manage a large flag-ship development for a deteriorated area. The deteriorated area East of Lisbon was perfect for the location of an Expo and a re-development. The government agreed with this idea. So the vision of the city to improve a deteriorated area was part of the Lisbon Expo. The government creates the company Parque Expo, with that Parque Expo was setting the vision of the city. The administrative layers involves the municipalities of Lisbon and Loures.

9.4.2 Goals

Parque Expo gave itself the assignment to regenerate a large area of Lisbon, with a space of 340 hectares, in an excellent location on the banks of the river Tagus. They wanted to regenerate it environmentally, to regenerate it for the people, give them the right to enjoy five kilometres of beautiful riverside and encouraging business development. The government wanted to affirm Portugal's presence in the world, both internally and internationally, by demonstrating its capacity to convoked, plan and implement large scale complex projects. Furthermore, Parque Expo also had to set goals for the organization of EXPO'98, the short term goals.

Short term goals

The short term goal for this case is getting the area ready for EXPO'98 and preparations for the re-development after the expo. EXPO'98 buildings and structures needed to be constructed before the opening. Also temporarily buildings needed to be constructed on time. The infrastructure works needed to be finished. This is actually a long term goal, but is of course included in the first phase of every development process.

Long term goals

The long term goal in this case is the regeneration of the selected area in a new urban centre called Parque das Nações. The council of Ministers Resolution no. 68/98, on the 19th of May, defined strategic objectives for the phase after the holding of the exposition:

- a) To ensure excellent urban and environmental within the redevelopment area;
- b) To ensure the rapid development of urban activity within the area in order to minimise the transition period;
- c) To maximise the creation of financial resources to repay the debt, by pursuing the current policy of rigour and restraint, according to cost-benefit criteria.

Table 9.6 shows a table which shows the main buildings that were maintained after the expo event are and the main buildings that were added to the area for the post-use.

| <i>Main buildings maintained after Expo</i> | <i>New main buildings added to the area for the post-use</i> |
|---|--|
| Oceanário | Lisbon Casino |
| Teleférico | Vasco da Gama shopping mall (plus cinemas) |
| Camões theatre | Residential apartment |
| Atlantic pavilion (concert center) | Offices |
| Feira Internacional de Lisboa (exhibition centre) | Hotels |
| Pavilion of Knowledge | Restaurants |
| Portugal Pavilion | |

Table 9.6: Main buildings maintained and added

9.4.3 Strategy

Short term strategy

The short term strategy for this urban re-development project, was the implementation of the EXPO'98. The organisation and implementation of the event was integrated with the long term strategy. Preparations for the long term strategy had already been done before EXPO'98 took place. Like land preparation and some infrastructure preparations and constructions.

Long term strategy

In order to achieve these long term post-use objectives the following aspects needed to be considered:

- a) The dismantling of the Exposition in accordance with the following criteria: rapidity, the allocation of the space, infrastructures and equipment, and a generally rigorous approach.
- b) Recovery of sums owed to EXPO'98 by public and private sector in respect for work done for them;
- c) The legal framework of urban management, in collaboration and co-ordination with Lisbon and Loures City Councils;
- d) Cultural events and performances within the re-development area, which take good advantage of existing equipment.
- e) Real Estate promotion
- f) The economic and financial management of Parque EXPO'98, SA and its subsidiary companies and a strategy to dispose of holdings and to dispose of grant concession or create partnerships in respect of other assets;
- g) Reorganisation of the EXPO Business Group.

Economic and financial programme

The economic and financial programme for the global EXPO'98 Project was from the start considered to correspond to a long term equilibrium model. The goal is to gain a break even result. This programme included the coordination and interrelation between the project for the implementation and holding of the Expo and the project for the urban regeneration. The equilibrium model is dependent, on the behaviour and absorption capacity of the real estate market, on the extent of the State's involvement in financing the share capital of Parque EXPO'98, SA and its capacity to retain control of the budgetary objectives set.

The funding plan is based on short term borrowing, with subsequent consolidation using medium term funding; with the benefit of a guarantee granted by the Portuguese State. This is done given the time lag between the taking on of cost (short term) and the receipt of the income (long term).

The economic and financial programme is based on the following essential characteristics:

- 1) Integration of the implementation and holding of the Exposition in the RA urban regeneration project;
- 2) Attribution to Parque EXPO'98, SA, which was incorporated by the State and has an exclusively state-owned share capital, of the responsibility for the implementation of the global project;
- 3) In addition to the share capital paid up in cash, the State also transferred the RA land to the company as a payment up in kind of its shares;

- 4) Parque EXPO'98, SA assumed all the costs of the global project of which the cost of the reinstatement of the RA land, the installation of infrastructures therein and the urban development thereof, the implementation and holding of the Exposition and the operating costs of the company itself, are the most important;
- 5) Parque EXPO'98, SA has recourse to the capital markets in order to fund these activities and bears the corresponding funding costs;
- 6) The State guarantees these loan contracts;
- 7) These costs are covered, to a greater or lesser extent, by revenue, of which the proceeds of sale of the developed land and the revenue generated by the Exposition are the most important;
- 8) The economic and financial weighting of the Global EXPO'98 project is therefore based on a long term analysis leading up to the year 2010, when the accounts of the entire project will, according to the plans made, be closed;
- 9) The time lag between the incurring of the costs and the receipt of the income is therefore an important aspect of the project's financial structure, as it is reflected in interest payable and similar charges.

Financial support

The European Union has supported Portugal in financial terms considered the EXPO. Portugal received 200 million euro to realize the many heavily infrastructural plans.

Management model

The management model of the project (managed by Parque EXPO'98, SA) was designed to be implemented in two consecutive, methodologically distinct, but ineluctably interlinked phases. The first phase (1993-1998) includes the urban design of the redevelopment area and the Exposition Site, the thematic design of the latter, the regeneration of the land, the launching of the projects and works for the construction of infrastructures and other structures, the design, production and assembly of the Exposition contents and finally the day-to-day management and organisation of the Exposition. The second phase will obviously be the management of the project during the post-Exposition phase.

| Management model (original plan) | |
|---|---|
| Phase 1 1993 - 1998 | Phase 2 1998 - 2010 |
| Urban design Land regeneration Launching the projects Construction infrastructures and other structures Day-to-day management Organisation of the Expo | Management of the project during the post-Expo phase |
| Reality | |
| | In reality Parque Expo took on more than only management: - Redeveloped Marina - Project development of plots in north area - Taking on new projects elsewhere in Portugal and internationally |

Table 9.7: Management model of Lisbon case

Urban management

The urban management of the post-expo phase is in hands of Group Parque Expo. A company which was established in July 2008. The share capital is € 750,000 and is wholly owned by Parque EXPO'98 SA.

The constitution of the Expo Park - Urban Management of the Park of Nations allowed empower urban management activities of this territory, which was provided by Parque Expo 98, SA on behalf of the Municipalities of Lisbon and Loures.

The mission for the Urban Management department of Parque Expo is to make a reference to the quality of urban life through an integrated management of public space and its technical infrastructure, continued respect for its environmental sustainability and the welfare of their populations. The Urban Management department also undertakes the technical management of the activities connected with the completion of the infra-structure, on behalf of the cities of Lisbon and Loures.

The Urban Management department seeks to provide space for all conditions which are expected to find a city, not forgetting to take into account the strong identity of the space that contains a load with a socio-cultural meaning unusual, but having always present a demanding public with regard to urban quality, modernity, comfort and environment. The balance between these elements has been the key to success.

The Urban management department activities can be summed up as follows:

- Cleaning, urban collection and transportation of solid waste (MSW);
- Maintenance of green spaces, pavements and drainage networks;
- Management and maintenance of technical gallery, street lighting and the semaphore system, fountains and water;
- Maintenance and repair of furniture and art, urban signage and recreational equipment;
- Human Monitoring of public space and access management, traffic and circulation in the area of conditional access;
- Monitoring and environmental management;
- Surveillance of occupation of public space, particularly for construction sites;
- Monitoring and logistical support to events in the Park of Nations;
- Services in the area of consultancy and preparation of studies and projects in the field of urban management to outside entities.

The Urban Management department seeks to guide the management of the Park of Nations so that the concept adopted by the Park of Nations in 1999 continues to be a maximum in this area of Lisbon and Loures - A Gift for the Future.

The purpose of this department is to maintain the quality of urban life within the Parque das Nações, and wherever possible, improve this. In that sense, representative of that highlight two projects that will improve evidence already in 2010: the appropriation of the territory of teaching equipment, both south and north of the Park of Nations, who were clearly at fault, and it was now possible to make direct involvement of the managing body of the space (in close collaboration with the Parque EXPO 98, SA), and the creation of a network of cycling routes, also missing.

| Parque Expo – Urban management SA | | |
|--|---------------------------------------|---------------------------------------|
| Department of Maintenance and Construction | Department of Public Space Management | Department of Environment and Hygiene |

Table 9.8: Scheme urban management Parque Expo

The strategy for the maintenance of the site is in hands of the Parque Expo Group. This shows that the public private partnership not only takes charge of the development but also takes charge of the longer term maintenance. (Carrière, 2002)

Conclusion of long term strategy

The long term strategy of this project has two interlinked components. Namely, a plan to redevelop an obsolete and run-down industrial harbor-side and a plan to create a new urban center (Carrière, 2002). Besides that, the financial strategy was to aim for a break-even result, as discussed earlier. The plan is very ambitious combined with a bold financial strategy.

City marketing strategy

As literature has shown marketing an event like a World Expo implies two major constraints which naturally also applied in the case of EXPO '98. The first one implies that it is necessary to attract subsequently a broad range of target-group towards a product which does not yet exist, and which is constantly being reinvented, redesigned, and readapted as construction proceeds, until it is finally ready on the opening day. Secondly, promotion requires on-going marketing communications and a build-up into a stronger becoming of rhythm and intensity. Both these constraints were brought under attention during the organisation of the Lisbon World Exposition.

The development of the international marketing strategy was started in 1993. The marketing department of Parque Expo were responsible for the marketing, their forefront activities were mainly promotional venues like; advertising, promotions and public relations. The marketing effort persisted throughout the duration of the entire development and maturation of the EXPO project. Originally, the main objective was to raise awareness of the event and to subsequently present and divulge its theme 'The Oceans, an Asset for the Future'. But subsequently, a new marketing phase began with the characterisation of the features of the Expo, by reinforcing its character and the level of international participation together with a presentation of its main attractions. At last the marketing strategy launched a direct appeal to 'consumption'. They did this by demonstrating the almost inevitability of a visit to the EXPO. The various components of the marketing campaign followed that same common approach in their communications strategies. And directly underlying the entire marketing strategy was an on-going concern to achieve effectiveness – a concern that was always at the forefront of all planned actions, and always a function of the selected target-groups to be reached.

The results of the addressed strategy were visible in various segments of the domestic population and translated into significant direct investment into the scientific community, the school-going youth, and the Portuguese residing abroad. These target groups were selected as being important targets for the messages which the Exposition wanted to convey.

Include in the strategy were also priority markets selected beyond Portugal's borders. This mainly involved Spain as first and foremost, plus a second grouping of five other European markets where a number of wide-ranging promotional campaigns was aimed at the public at large, together with incentives for direct marketing by tourism operators, all of which added a major contribution for making it a truly international event in terms of foreign visitors.

Taking into account the second constraint mentioned above and in the theoretical part of

this study, the efforts of the communications strategy for the Lisbon World Expo were also followed when approaching the foreign markets, with the awareness campaigns starting in Spain already during 1995, and in the remaining foreign markets during the following year.

In a market which has an underdeveloped tradition of patronage, and thanks to the efforts and the initiative of Parque EXPO'98, SA, the Lisbon World Expo represented a truly pioneering effort for Portugal's business community. Highlighting the advantages that can be derived when a significant number of companies associate to tackle a single mega event that offers them all the guarantee of huge impact, both domestically and abroad.

Based on a grid that offered sponsors various types of status for their association and involvement with Parque EXPO'98 SA and the Lisbon World Expo, namely statuses as "Associate Sponsor", "Official Sponsor", "Official Supplier", "Official Brand", "Associate Company", and "Contributing Company", it was possible to secure very high levels of support among domestic businesses. The value of the sponsorship agreements negotiated with trading brands brought in funding in excess of 50 million Euros.

Throughout the 132 days of the EXPO '98, the associated brands and sponsoring companies had the opportunity to obtain a very fair return for their own marketing investments within the grounds of the Exposition, either by benefiting from a guarantee of high visibility, or through exclusive selling rights which they could, in turn, negotiate, in some instances, or even by running own awareness campaigns aimed at their specific client base.

The sponsorship-raising program began in 1995, allowing the companies which took advantage of their association with the event from an early date to actively participate in the promotional and awareness-raising actions that were conducted by Parque EXPO'98 SA, both domestically and abroad, for the longest periods of time.

It is also interesting to mention that Parque EXPO managed to maximise the funding obtained from sponsorships by organising a number of events to run prior to the opening of the Exposition, which, either on that account, or because they were held outside the EXPO grounds, made it possible to negotiate specific agreements with domestic and foreign companies to the effect, as was the case, for instance, of the 100 Day Festival. In this way the expo would be promoted but other countries could profit from it as well.

When taking a look at the four city marketing activities by Kotler, box 4, Lisbon has made use of several of these activities for their city marketing. They already have a strong and attractive image for the city, but they extended it, through making the new 21st century modern urban district. They used a lot of products and services to promote and communicate the city marketing and not directly but very soon when the expo was staging the citizens of Lisbon were proud of its city and its image.

BOX 4

The four city marketing activities according to Kotler (1999):

- 1) The development of a strong, attractive position and image for the city.*
- 2) The provision of efficient and accessible products and services of a city.*
- 3) Promotion and communication.*
- 4) Citizens are part of the image of a city and therefore they determine as well the identity and image of the city as a whole.*

Conclusion

The city marketing strategy in Lisbon has worked. Thanks to the worldwide media attention for the expo, more people outside Portugal have become acquainted with the qualities of Lisbon, which have made the place more of an appeal to tourists and business. In addition, the building of a new urban centre has resulted in a better image of Lisbon in general.

9.5 Results & effects

This paragraph will include information about the results and effects of the EXPO'98 and the redevelopment area. The implementation of the urban regeneration project and the Lisbon World Exposition have an important series of effects on the economic, social and cultural reality of Portugal and were furthermore a factor that strengthened Portugal's image and international recognition. First of all, because of the innovative capacity, organisation, achievement and quality demonstrated. Secondly, because of the very positive reaction of the man in the street, both in terms of the public approval of the project and the degree of satisfaction and confidence transmitted by the project.

9.5.1 Overview results and finance

Overview project results:

- The area has changed into an urban centre with mixed functions on 340ha
- 20.000 Inhabitants
- 10.000 job places
- 300 companies
- 20 million visitors per year
- 170 million debt

Before the specific effects and impacts will be evaluated an overview of the investments will be showed. The total public investments for EXPO'98, including the regeneration of the area, were €761 million, of which €200 million was invested by the European Union. The private investments were expected to be €5500 million. The project related revenues gained by Parque EXPO'98 SA are €1550 million. See Table 9.9 and Table 9.10 underneath for an overview of investments and revenues.

| | |
|---|----------------------------|
| Public investments | €761 million |
| - Investments Portuguese government | €561 million |
| - EU contribution | €200 million |
| Project related revenues Parque EXPO '98 S.A. | €1550 million |
| - Sales of land and buildings till 2004 | €850 million |
| - Further expected sales | €200 million |
| - EXPO '98(tickets, merchandising, sponsoring) | €300 million |
| - Expected revenues from municipalities | €200 million |
| Revenues for the Portuguese State from direct taxes | €4435 million |
| Expected Private Investments | €5500 million |
| Total sold gross square meters till December 2004 (of the total 2.491.724 m ²) | € 2.139.000 m ² |

Table 9.9: Overview investments and revenues project (Miltenburg, 2009).

| <i>Overview revenues (initial plan)</i> | |
|---|------|
| Land sale | 53% |
| Revenues | 30% |
| Value of shares in Expo subprojects | 7% |
| Contribution of the EU | 4% |
| Value of shares Parque Expo'98 SA | 6% |
| Total | 100% |

Table 9.10: Overview investments and revenues (Miltenburg, 2009).

9.5.2 Physical effects

The physical effects discussed in the theoretical framework are going to be evaluated in this section. Table 9.11 shows an overview of the physical impacts. Each impact will be evaluated separately, in order to know what circumstances were needed to ensure this impact.





| | <i>Physical</i> | <i>Impact</i> | | <i>Scale of impact</i> | | | |
|---------------------------------|--|---------------|---|--|--|--|--|
| | | + | - |  |  |  |  |
| <i>Short term, before event</i> | Construction of new buildings | • | | • | • | | |
| | Construction of new roads, railways, station, airports | • | | • | • | • | • |
| | Development of public transport network: bus, tram, metro, train | • | | • | • | | |
| | Environmental problem issues | | • | • | • | • | |
| | <i>Delay/displace of other public work constructions</i> | | • | • | • | • | • |
| <i>Short term, during event</i> | Improvement of public space | • | | | | | |
| | <i>Environmental problem issues</i> | | • | | | | |
| | Creation of temporarily parking lots | • | | • | | | |
| | Hotels for employees | • | | • | | | |
| <i>Short term, after event</i> | Improvement of public space | • | | | | | |
| | Environmental problem issues | | • | | | | |
| | Improved infrastructure | • | | | | | |
| <i>Long term, after event</i> | Improvement of public transport network and infrastructure | • | | | | | |
| | Improvement of public space | • | | | | | |
| | Improvement of the physical environment of the host city | • | | | | | |
| | Improvement of the image of the host city | • | | | | | |
| | Environmental problem issues | | • | | | | |

Table 9.11: Physical impacts case Lisbon

Legend:

regular text: impact from literature in case

italic text: impact from literature not in case

purple text: impact found in case after observation

Short term effects

Before EXPO'98

The development area has undergone a lot of physical changes. The changes before the Expo event can be put in three phases. The first phase runs from mid 1995 until mid 1996. This phase was all about mastering the deteriorated site and prepare the site for construction. The second phase runs from mid 1996 till mid 1997. This phase involved all the construction works of the structures and buildings. The third and last phase before the event took place runs from mid 1997 till May 1998. In this last year the area was being finalized for Expo usage and a permanent road surfacing was taken care of.

Phase 1: 1994 - 1995: mastering the site, preparation

Phase 2: mid 1995 - mid 1997: construction

Phase 3: mid 1997 - May 1998: finishing and permanent road surfacing

During EXPO'98

For the Expo event a temporarily master plan had been made by Parque Expo. An area of 70 hectare was used for the exposition space. The rest of the development site was mainly not developed yet, but turned into temporarily parking lots.

The total development area is divided into 6 details plans, see Figure 9.7. DP1 and DP2 were planned to be developed before the opening of the Expo in May 1998. A part of the buildings for the Expo were converted after the Expo into a permanent structure. Until 1998 DP3 and DP4 were not developed, just a few hotels were built to welcome guest who visited the Expo. After the Expo in the end of 1998 DP3 and DP4 were further developed. This is also the case for the park in DP6. DP5 has not come off the ground until 2003. Parque Expo is now (2010) constructing apartment flats in that area.

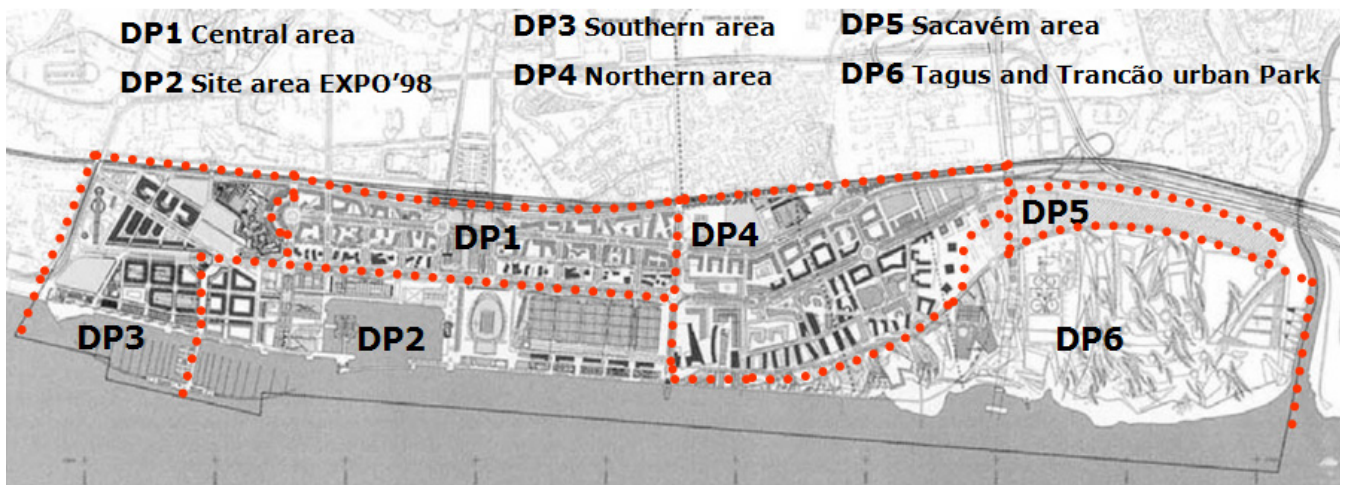


Figure 9.7: Parque das Nações in detail plans.

After EXPO'98

After the Expo the area was going to be further developed according to the detail plans from above. A new master plan had been made by Parque Expo in order to develop Parque das Nações. This master plan was already present in year 1994.

After 1998 some Expo buildings and structures have been converted, see also figures 9.8a and 9.8b:

- The main entrance (sun door), converted to Centro Vasco da Gama, a regional shopping mall (opened on April 27 1999)
- The main exhibition pavilions, converted to Feira Internacional de Lisboa (Lisbon International Exhibition Fair)
- Utopia Pavilion, converted to Pavilhão Atlântico, Lisbon's main multi-purpose indoor arena
- Knowledge of the Seas Pavilion, converted to Knowledge Pavilion, a hands-on science museum
- Another exhibition pavilion, converted to a bowling alley, but subsequently demolished
- Future Pavilion, now the Casino Lisboa.



Figure 9.8: Masterplan Expo (left), Masterplan Parque das Nações (post-use) (right)

Long term effects

a) Improved infrastructure

The first impact noticeable is the improved infrastructure of the area. To make the area for the Expo accessible for the expected flux of visitors, an extensive accessibility program was devised. This included a new bridge across the river, the Vasco da Gama Bridge, which is the longest in Europe. Also a new line of the Lisbon Metro, with seven stations. On the opening day five of the seven station were ready for use. And at last a new main multi-modal terminal was create in the heart of the area, called Gare do Oriente by Architect Santiago Calatrava. This terminal has trains, metro, buses, and taxis all coming together on a four level concrete terminal building. This infrastructure was definitely needed in order to be able to host an Expo, but also good infrastructure and access is needed for the creation of a new urban center, what was the initial long term plan for this area.

The infrastructure was as well needed on the short term but could also be implemented on the long term. This is a very well thought solution.

b) Improvement public space

The next noticeable physically impact in the area is the division and use of the public space. The area looks modern, open and clean. The proportion of measurements and division between build and non-built feels right, when you walk through the area. Street lay-outs are simple but openly set up. There are a lot of pedestrian areas, especially those closer to the riverfront. This makes the public space very comfortable for the pedestrian and cyclist.

c) Improvement of the physical environment of the host city

This impact does not totally account for the whole city of Lisbon. But it does account for the area of Parque das Nações. The physical environment has been greatly improved with new buildings, parks, public space and infrastructure. When speaking about the physical environment we also speak about the Quality of Place. The QOP of Parque das Nações is very well done. There are many factors dependent of the QOP, which have been discussed in the theoretical part of this research. In this case the programme, accessibility, public space and amount of people are the factors that account for the good quality of this area.

The programme has a mix of function, but they are situated in their own sub-areas. The center area contains the business and entertainment. The outer parts around the center are mostly housing. And the north part of the area is a large park.

The accessibility and public space have already been discussed in the previous named long term effects. The human scale of the area has been understood in this area. The blocks are just large enough, with its 50 to 100 meter building blocks. One negative argument is that it is quite far to walk from Gare do Oriente, which is the center of the area, to the north part or south part of the area. An idea might be to introduce a new tramline on the main road, which runs from north to south, so that people can move easier and quicker.

The safety has been a bit of a problem for the area, this is also a social issue and will be discussed under the social-cultural effects.

d) Improvement of the image of the host city

Lisbon is a world know city which is attracting tourists for a long time.

e) Environmental quality and problem issues

The marina has coped with some serious environmental problems during the last 10 years after the Expo. Because the marina was not a closed harbour, the sediments of the Tagus river were pushed into the marina through the hard flow of the water. This effected the marina disastrous and also the direct surrounded areas. Due to the fact that the Marina was owned by a Spanish investor who became bankrupted the Marina area became very unattractive for a longer period of time. Parque Expo bought up the Marina plots and invested in the harbour area. In 2008 construction works of a new harbour begun, with included a floodgate system with closing dykes.

The rest of the development area did not had large problems, this might be the result of the implemented Environmental Monitoring Plan to ensure environmental quality. Parque Expo defined a strategy for action on the environment that was present in various stages of development of the Parque das Nações. The studies giving rise to the previous Urban Planning, to the various stages of implementation the work. In order to ensure continuity of adequate environmental quality in the Parque das Nações, the EMP was implemented

right after Expo'98 by the Urban Management department of Parque Expo group. AMBIENTAR, Consultores em Ambiente, Lda. was the company responsible for the upkeep of the Environmental Monitoring Plan, between January 2000 and June 2005. Currently, the development's environmental monitoring and control is being provided by the EcoServiços/COBA consortium. The Environmental Monitoring Plan monitors the following environmental features:⁷

- Environment noise levels: the main objective is to measure noise levels at various locations inside Parque das Nações with a view to maintain noise at a level that is adequate for a residential area and shopping district. Measurements are taken quarterly at various locations inside Parque das Nações;
- Water quality: the objective is to evaluate water quality and to maintain quality indices in respect of surface water and water circulating underground and of water used in ornamental water features. Water quality at Doca dos Olivais, the Marina, and the Trancão River is measured weekly with portable sensors. As concerns water circulating underground and water used for watering, it is sampled and monitored annually at various points inside Parque das Nações;
- Quality of the water discharged from the rainwater collection network: the objective is to ensure maintenance of adequate quality levels in domestic and industrial waste water collected by the network for treatment at the Beirolas ETAR treatment station, and in rainwater or similar waste water discharged into the Tagus and Trancão rivers. Monitoring takes place weekly at all collector network discharge points of Parque das Nações;
- Meteorological data: this type of data is gathered daily on an on-going basis, and includes temperature, relative air humidity, wind intensity, and rainfall data;
- Environmental impact monitoring on construction sites: with the objective of ascertaining whether construction yards engaging in construction at sites within Parque das Nações are operating adequately from an environmental management perspective, all such yards are inspected and its managers are always made aware of the need to improve environmental management on site. In addition, inspectors ascertain whether such sites are complying with the practices and procedures set out in the provisions of the country's General Construction Site Regulations, all with a view to minimise environmental impact to the surrounding areas. Whenever justified, noise levels within such sites are also measured;
- Monitoring of the Beirolas sanitary waste dump: the quantity and quality of biogas being extracted from the Beirolas sanitary waste dump is monitored on an on-going basis. In future, that biogas will be used for energy production. The quality and quantity of biogas extracted and the levels of leachate are monitored on a monthly basis.
- Air quality: The objective is to measure air quality within the Parque das Nações development, for which purpose measurements are taken every six months.

The process of urban renewal and environmental upgrading which went into the design of Parque das Nações is of major interest not only thanks to its innovative features and to the quality of the environmental upgrading projects it incorporated but also owing to its diversity. In effect, in a piece of land the size of the Parque das Nações development, it is highly unusual to find such a variety of environmental problems to equate, leading, in turn, to the implementation of such a variety of environmental solutions to address those problems.

⁷ source: <http://www.parqueexpo.pt/vEN/TheParquedasNacoesdevelopment/TheProject/Environmentalmonitoring/Pages/Monitoriza%C3%A7%C3%A3o.aspx>
visited on 20-08-2010

9.5.3 Economic effects

The economic effects discussed in the theoretical framework are going to be evaluated in this section. Table 9.12 shows which of these impacts are present for the case in Lisbon. Each impact will be evaluated separately, in order to know what circumstances were needed to ensure this impact.





| | <i>Economical</i> | <i>Impact</i> | | <i>Scale of impact</i> | | | |
|---------------------------------|--|---------------|---|---|---|---|---|
| | | + | - |  |  |  |  |
| <i>Short term, before event</i> | Impact on employment | • | | | | | |
| | Construction jobs | • | | | | | |
| <i>Short term, during event</i> | Temporarily job creation | • | • | | | | |
| | Increased tourist visits | • | | • | • | • | |
| | <i>Benefits for local merchants</i> | • | | | | | |
| | Increase in income (indirect impact) | • | | | | | |
| <i>Short term, after event</i> | Impact on employment, creation of new jobs | • | | | | | |
| | Impact on the creation on wealth | • | | | | | |
| | Increased tourist visits | • | | • | • | • | |
| | <i>Increase in prices of lodging and catering</i> | • | • | • | | | |
| | <i>Decreased wealth of people with lower incomes (indirect impact)</i> | | • | | | | |
| | <i>Increase in hiring - followed by an inexorable slowdown</i> | | • | | | | |
| | Influence on real estate values | • | • | • | | | |
| | Incite negative reaction from local firms faced with new competition | | • | • | | | |
| <i>Long term, after event</i> | Creation of new urban center | • | | • | • | | |
| | Tourist visits | • | | | | | |
| | Influence on real estate values | • | • | • | | | |
| | Can be a catalyst in various economic sectors | • | | • | • | • | • |
| | Incite negative reaction from local firms faced with new competition | | • | • | | | |
| | Incite in trade, catering, lodging, events and railway turnover | • | | • | | | |
| | Economic boost for the local economy | • | | • | • | | |

Table 9.12: Economical impacts case Lisbon

Legend:

regular text: impact from literature in case

italic text: impact from literature not in case

purple text: impact found in case after observation

Short term effects

The short term effects are the effects that only for a temporarily time are made by the EXPO. The EXPO has create for Lisbon more jobs during the construction of the EXPO and has attracted a bigger amount of tourism during the staging of the EXPO. These large-scale effects can be shown by measurements, in terms of various variables.

a) Impact on employment

The first short term effect is the creation of increase on employment. Before the EXPO started approximately 18,000 jobs were created between 1994 and 1996 and in 1997 approximately 19,000 jobs. During the EXPO in 1998 between 23,000 and 29,000 jobs were created. The project directly or indirectly induced an increase of job supply, which in the first half of 1998, increased by 35% in relation to the same period in the previous year. (Source: Forecasting and Planning Department of the Ministry of Planning, 1998)

b) Impact on the creation of wealth

The next short term effect is the impact on the creation of wealth. This has been created via the expansion of the service, transport and industrial sectors, via the contribution made to the growth of the Gross Domestic Product (GDP) which will, in 1998, be between 0.9 and 1.2%, while the impact in 1997 was 0.6% and in the 1994-96 period between 0.1 and 0.3 % .(Source: Forecasting and Planning Department of the Ministry of Planning, 1998)

c) Impact on tourist visit

Another important effect is the impact on the tourism sector. Because of the increase of almost 10% in the number of tourists (more than 18 million by August) and, naturally, because of the growth of revenue, which, in 1998, may have increased by up to 100 million contos (an increase of more than 13% in relation to 1997). More about the effects on the tourism sector will be in the long term effect section.

Long term effects

When we look at the long term impacts, we consider impacts that are still remaining from EXPO'98. Long term effects can also include automatically short term effects, it means the effects is evolving in time.

a) New urban center

The first important long term effect is the creation of a new urban center. Parque Expo did a good job with its mixed-use masterplan. The urban center attracts not only tourists, but also residents, employees and businesses. Nowadays the area had 10.000 residents and 30.000 working places (Miltenburg, 2009). The main attractions of the area that generates economic activity are: Oceanário, Teleférico, Camões theatre, Lisbon Casino, Vasco da Gama shopping mall, Atlantic pavilion (concert center) and Feira Internacional de Lisboa exhibition centre. The Oceanium and Teleférico are mostly visited by the tourists. While the Casino, shopping mall and concert center are more visited by the residents. The Fair attracts mostly businesses. These key-attractions have made the area interesting to visit for diverse types of people. These attraction are relevant for the creation of a new urban center.

b) Tourism

The next important long term economic effect can be found in the tourism sector. As already mentioned with the short term effect the number of tourist visits increased during the EXPO. The EXPO itself received more than 18 million people. Interesting to know is what the project eventually did to the tourism sector in the long term run.

The area has undergone a change in the growth of the tourism sector. To start, the area did not received any economic activity concerned the tourism sector before the project was

initiated, due to the fact the area was an deteriorated industrial site. Nowadays the area receives more than 20 million visitors visits per year (Source: Parque das Nações, annual report, 2009). This shows that the regeneration project was able to still attract tourism to the area.

The tourists that visit the area are coming for different reasons to the area. Some come for education to the area, for example children visiting Oceanium for school. There are also persons that come for 'cultural' leisure to the area. Other persons come to the area to shop. There are also persons that eat, drink and dine in the area. And at last there are persons that come to do sports in the area. This again also shows the variation of functions in the area and therefore the many numbers of visitors.

When looking to the different attraction of the area, the following can be said about the function of the attraction. While all the attractions are meant for leisure, some focus more on the education and others more on the cultural aspect or entertainment aspect. See the next Table 9.13 for an overview of the main attractions in Parque das Nações with each their focus on different leisure types.

| <i>Attraction</i> | <i>Leisure focus on</i> |
|---|------------------------------------|
| Oceanário | Education, Culture |
| Teleférico | Entertainment |
| Camões theatre | Culture, Entertainment |
| Lisbon Casino | Entertainment |
| Vasco da Gama shopping mall (plus cinemas) | Entertainment |
| Atlantic pavilion (concert center) | Entertainment |
| Feira Internacional de Lisboa (exhibition centre) | Business, Education, Entertainment |
| Pavilion of Knowledge | Education, Culture |
| Portugal Pavilion | Culture, Art |

Table 9.13: Overview of the main attractions in Parque das Nacoes

The next three figures show numbers of visitors for some of the main attractions over the last few years. There can be concluded that the Oceanium is becoming more attracted for visitors. Because, the trend line for the Oceanium number of visitors is growing positive. There are since the year 2007 more than one million visitors per year for this attraction.

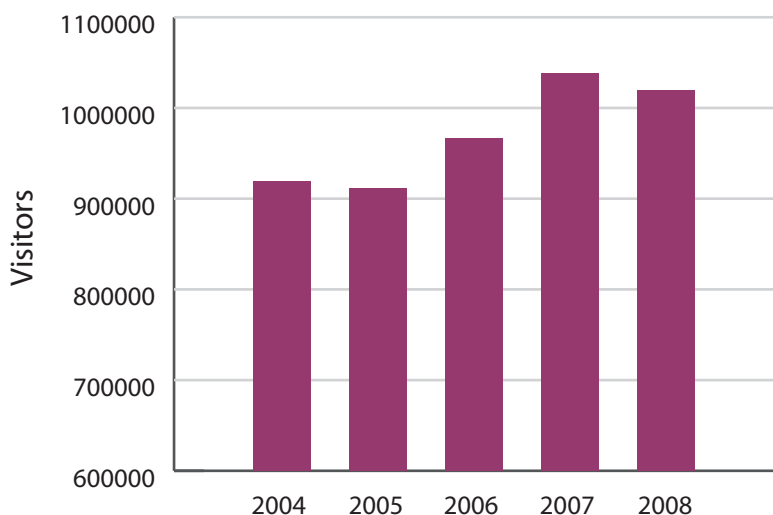


Figure 9.9: Number of visitors to the Oceanium (source: Annual report Parque Expo Group 2008)

The Atlantic pavilion is the place where important events take place. The Atlantic Pavilion annually attracts hundred-thousands of people. In 2008, the number of people who visited the Atlantic Pavilion was 418 000. The spectators at events open to the general public accounted for 82% of the total, while participants in private events, about 74 000, accounted for 18% of visits to the Pavilion.

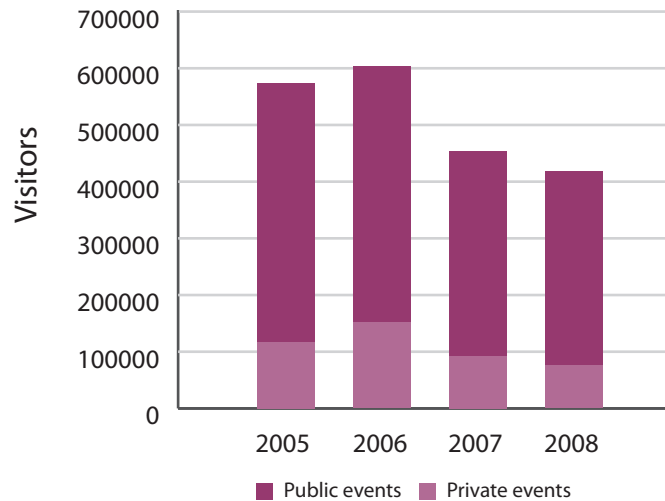


Figure 9.10: Number of visitors compared per year at Atlantic Pavilion (source Annual report Parque Expo Group 2008)

Looking at the numbers of visitors of the Pavilion of Knowledge, there can be evaluated that this number is not fluctuating that much over the last few years. The visitor number are all around 250.000 people. Although, year 2009 was not a good one for the Pavilion of Knowledge. If this is a deviation or the new trend, cannot be said yet, based on these numbers.

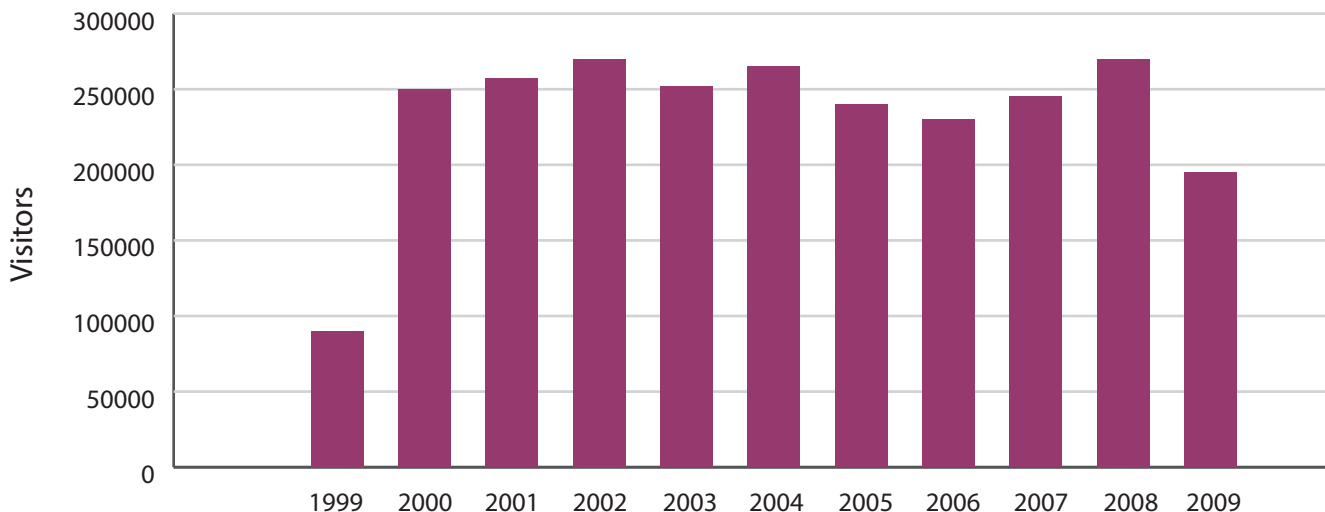


Figure 9.11: Number of visitors per year at Pavilion of Knowledge (source: http://www.pavconhecimento.pt/pavilhao/n_visitantes/)

The tourist sector accounts for a great part of income for Parque das Nações. And not only Parque das Nações, Lisbon itself and even Portugal obtains many income from tourist visits. 5% of the GDP is income from tourism sector. In 2006 12.8 million people visited Portugal as a tourist.⁸ A fact is that since the EXPO'98, tourism has been increasing in Lisbon. By July 2000, the number of tourists to Lisbon had increased by 1.8 million and the hotel occupancy rate reached 76% (Vila, 2001). Tourist arrivals in the Lisbon International Airport have

8 Source: http://en.wikipedia.org/wiki/Tourism_in_Portugal

increased at a 10% rate per year since 1998 (data from year 2001) (Vila, 2001).

Current reliable data and statistics could not be not find. But based on the information studied, the Expo project has definitely given the tourist sector a positive growth and effect on the long term run.

c) Influences on plot prices

The plots of the area have been sold for different prices. At the start of the projects the plot prices were around 200 till 300 Euro per square meter. Right after the Expo event the plot prices raised to prices around 500 euro per square meter. Around 2003 the plots meant to be for housing reached its top of 800 euro per square meter. In 2006/2007 the plot prices were around 700 till 800 euro per square meter. The rising development of the plot sales can be explained by the area getting more interested for investors seeing this area to be a new city district. Interesting to tell is that 95% of the plots were sold in 2003. The plot selling's were meant to be continued until 2008. It seems to be not easy to sell every plot to investors; therefore nowadays still some plots are for sale. But this can be considered as a very small amount from the total. See figure 9.12 below for an overview of the evaluation of the plot prices.

Additionally the real estate prices have also be risen. After most of residential apartments were developed there was a huge demand to live in Parque das Nações. Therefore market prices of the real estate were rising.

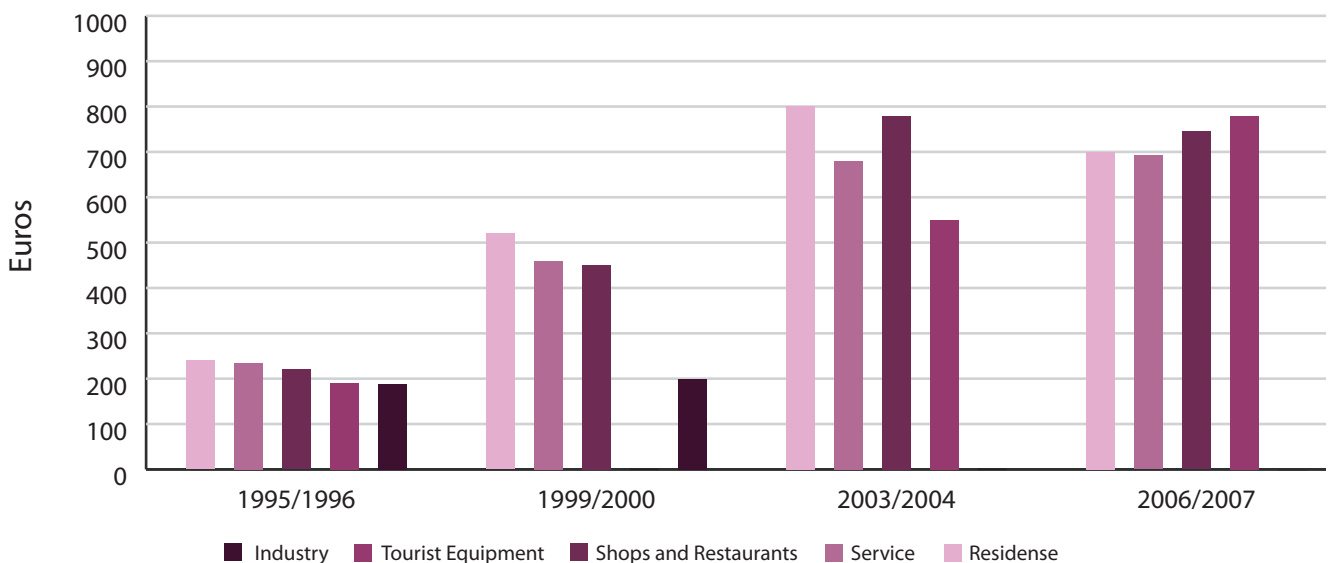


Figure 9.12: Evolution of plot prices in Euros per square meter (gross floor area) (source: Miltenburg, 2009)

d) Incite negative reactions from local firms faced with new competition

The firms and small companies not located on the main road Don João, have more problems to keep alive. The businesses on the main roads keep the visitors away from the smaller neighbourhood community businesses in streets further away from the main road an Oriente Station.

e) Positive effect of the event on the local economy

Especially an positive effect on the tourist sector. But also an positive effects on the creation of jobs in the area.

According to Miltenburg (2009) the total project of Parque das Nações had 170 million debt due to:

- Higher cost for cleaning (pollution)
- Infrastructure & Constructions (time span)
- Earnings with the Exposition were 50 million lower

Other impacts also merit mention such as the creation of an area of considerable value in terms of landscape, a major improvement of environmental quality, the urban regeneration of the 340 hectares in the redevelopment area and in the long term, of neighbouring areas, plus new and improved access, including support and promotion of public transport, which was rendered possible by the Lisbon Intermodal Station interface (Gare do Oriente).

All the post-EXPO effects, in terms not only of a new urban centre but also educational, cultural and leisure activities, which the reinstated space provides, with the capacity to attract millions of people per year and to create jobs and wealth, must be added to the above.

9.5.4 Socio-cultural effects

The socio-cultural effects discussed in the theoretical framework are going to be evaluated in this section. Table 9.14 shows which of these impacts are present for the case in Lisbon. Again, each impact will be evaluated separately, in order to know what circumstances were needed to ensure this impact.





| | <i>Socio-cultural</i> | <i>Impact</i> | | <i>Scale of impact</i> | | | |
|---------------------------------|---|---------------|---|---|---|---|---|
| | | + | - |  |  |  |  |
| <i>Short term, before event</i> | Impact on neighbourhood community | | • | • | | | |
| <i>Short term, during event</i> | Security issues | | • | | | | |
| | Change image host city | • | | • | • | • | • |
| | Impact on neighbourhood community | | • | • | | | |
| <i>Short term, after event</i> | Increase interest and participation in cultural activities | • | | | | | |
| | Contribution to the quality of life | • | | | | | |
| | Impact on neighbourhood community | | • | • | | | |
| | Image improving | • | | | | | |
| <i>Long term, after event</i> | Impact on neighbourhood community | | • | | | | |
| | <i>Increase the local interest and participation in cultural activities</i> | • | | | | | |
| | Contribute to transforming the image of the host city | • | | | | | |

Table 9.14: Socio-cultural impacts case Lisbon

Legend:

regular text: impact from literature in case

italic text: impact from literature not in case

purple text: impact found in case after observation

Short term effects

Before, during and after the Expo event the project had impact on the surrounded neighbourhoods. Before the regeneration could start the area was needed to be totally abandoned in order to make the land preparations. There were a small group of people living in the area which needed to be moved elsewhere. In Portugal they use a more abrupt way of doing this. When the government has planned new construction in the area where you live you just have to move. You cannot really protest, and wait for the whole process and receive more money in the end. This does not work in Portugal. If the government wants something, it will happen. Moving out these few people can be seen as a negative effect seen in a socially way.

During EXPO'98 the surrounding neighbourhoods had some nuisance on overcrowd and noise. During construction period in the years 1995 till 1997 direct neighbourhoods had nuisance of these construction works. Also in the period after the Expo, but less, because the development of the rest of the area was more spread out over the years.

Lisbon was promoted before and during the expo. This resulted in extra tourist visits to the city in that period. By developing a new urban centre for Lisbon the image of Lisbon began to change.

Long term effects

The redevelopment of the area has given several socio-cultural effects on the longer term as well. These effects can be seen in a positive and negative way. To start with a negative effect; The post-use of the area is mainly occupied by higher income classes. This separated the area from the neighbouring areas, which are one of the poorest of Lisbon. It creates a socio-cultural border, due to the fact that the higher income classes want the area to be secured. So during the time from 1998 till nowadays the areas between two apartments buildings have been changed from being public to privately common spaces for only the residents. In this way the public residential area is more quit and desolate than it used to be from the start, as it was designed.

The area under the bridge is not the safest place of the riverfront development, quoted by residents. A lot of youth is hanging around in the park under the bridge. People do not feel safe when they are taking a stroll, so what you now see is the park under the bridge being avoided by the residents living in Parque das Nações.

On the longer term, Lisbon has definitely change their image. They now do not only have an beautiful old city centre but also a new modern 21st century centre. Also Portugal showed to the world that they were capable of organizing such large event and at the same time redevelop a large deteriorated area.

On the longer term Lisbon definitely also create many cultural and social activities in Parque das Nacoes. Table 9.15 below shows the attractions the area has, this does not only attracts tourists but also the local people.

The quality of life at Parque das Nações is relatively high, especially if you compare it with the standard in the rest of the city, especially the old city centre. The higher income classes have settled their self in this new modern urban centre. This area has the elements to become a breeding place for the creative class.

| <i>Attraction</i> | <i>Leisure focus on</i> |
|---|------------------------------------|
| Oceanário | Education, Culture |
| Teleférico | Entertainment |
| Camões theatre | Culture, Entertainment |
| Lisbon Casino | Entertainment |
| Vasco da Gama shopping mall (plus cinemas) | Entertainment |
| Atlantic pavilion (concert center) | Entertainment |
| Feira Internacional de Lisboa (exhibition centre) | Business, Education, Entertainment |
| Pavilion of Knowledge | Education, Culture |
| Portugal Pavilion | Culture, Art |

Table 9.15: Cultural and social activities in Parque das Nacoes

9.6 Summary, evaluation and conclusion

This paragraph will be the summary of the case. The highlights of the case will be mentioned here again, so that the reader take those in mind. After the summary, the evaluation of the case will conclude this chapter.

9.6.1 Summary

Vision of Lisbon

Portugal had the motive to organize a large event (for the celebration of Vasco da Gama's 500th anniversary) and with that wanted to show the world that they are capable of both organising a mega-event and manage a large flag-ship development for a deteriorated area.

Goals of Lisbon

The general goals was to regenerate a large area in Lisbon, with a space of 340 hectares, on the banks of the river Tagus. They wanted to regenerate it environmentally, to regenerate it for the people, give them the right to enjoy five kilometres of beautiful riverside and encouraging business development.

The long term goals for the post-use:

- a) To ensure excellent urban and environmental within the redevelopment area;
- b) To ensure the rapid development of urban activity within the area in order to minimise the transition period;
- c) To maximise the creation of financial resources to repay the debt, by pursuing the current policy of rigour and restraint, according to cost-benefit criteria.

Strategy of Lisbon

The long term strategy of this project has two interlinked components. Namely, a plan to redevelop an obsolete and run-down industrial harbor-side and a plan to create a new urban center. (Carrière, 2002)

Next to that the financial strategy was to aim for a break-even result, as discussed earlier. The plan is very ambitious combined with a bold financial strategy.

In order to achieve the long term post-use goals the following aspects needed to be considered:

- a) The dismantling of the Exposition in accordance with the following criteria: rapidity, the allocation of the space, infrastructures and equipment, and a generally rigorous approach.
- b) Recovery of sums owed to EXPO'98 by public and private sector in respect for work done for them;
- c) The legal framework of urban management, in collaboration and co-ordination with Lisbon and Loures City Councils;
- d) Cultural events and performances within the re-development area, which take good advantage of existing equipment.
- e) Real Estate promotion
- f) The economic and financial management of Parque EXPO'98, SA and its subsidiary companies and a strategy to dispose of holdings and to dispose of grant concession or create partnerships in respect of other assets;
- g) Reorganisation of the EXPO Business Group.

9.6.2 Conclusion and evaluation

- What were the strengths and weaknesses of the case considering the implemented post-use strategy?

The post-use development of Lisbon's case has been organized pretty well. The plan was already present when the idea of EXPO'98 came from the ground. In the end the post-use development has been taken a longer time span but is well in use unless some specific difficulties Parque Expo'98 SA had to coop with.

The strategy of Lisbon is very clear and has been effective: using the organisation of a mega-event to upgrade an run-down industrial neighbourhood. A mega-event puts time pressure on the development process and mostly mega-events are being supported by government money it is less risky for private investors to invest in the development. The strength and weaknesses can be found in Table 9.16.

| Strengths | Weaknesses |
|---|---|
| Able to create a new Lisbon urban centre (hotspot) | 170 million debt |
| Integrated masterplan with a diversity of functions | Losses grow every year |
| Number of inhabitants increased | No solid agreement for maintenance between Parque Expo and municipality |
| Number of working population increased | Social tension with next door neighbourhood |
| Creation of Parque Expo | |
| Special legislation | |
| Plot sales | |
| Extra cultural-activity after EXPO'98 | |

Table 9.16: Strengths and Weaknessess of Lisbon case

Strengths

The first success is the image and usage of the area. Parque Expo created a new urban centre with modern impression for Lisbon. The area is interesting for both tourists and upper income classes residents.

Parque das Nações is a new urban centre within Lisbon's borders. This new urban centre partly still has the attractions of EXPO'98, like the Oceanium, the Portugal pavilion, the pavilion of Knowledge, the Teleférico, the Feira Internacional de Lisboa and the Atlantic pavilion (concert centre). The rest of the area, over 270 hectares has been developed after the expo into mainly housing. The strong aspects of creating this new urban centre were the integrated masterplans, one for EXPO'98 and one for the development of the total area. This last masterplan with a diversity in functions was implemented straight after the closing of the expo. This was possible due to the fact that many plots were sold before the start of the expo. In year 2003 95 % of all plots were sold, this aspect led the area through a new urban centre with many new inhabitants and workers making use of the area.

The organisation and processing of the company made the implementation of the masterplan possible. Parque Expo has done a great job by realising such a large redevelopment.

The organisation and especially the commitment to the project is a strong point of Parque Expo which helped to create urban development and economic growth and to keep it. Parque Expo took the time to stretch out the development over the years. And after the setback of the Marina, the company still remained committed to the project. This is also visible in the maintenance of the area; Parque Expo pays a lot of money on this until present days. This is not so risk taking as it looks. Cause Parque Expo is a company set up by the government, this means that the government of Portugal will benefit from good reflections on the project and therefore the many investments made on this project can be earned back in future by economic growth.

The project has become successful thanks to the nice integration of the two master plans (Expo-phase master plan and post-use phase master plan) and because of the diverse multifunctional programme of Parque das Nações.

This diverse programme of Parque das Nações attracted 20.000 new inhabitants and 10.000 new jobs into this area.

But not only a diverse functional programme can attract this many people to the area. Very important for an area development is the available infrastructure and the quality of public space. Parque Expo accomplished to extend the metro network of Lisbon with the new line from the city centre to the area. Also the Vasco da Gama bridge made the area easy accessible by car, same for the new entering roads and roundabout on the border of the area. The public space of the Parque das Nações is set up in an open and modern and being very well maintained by the Urban Management Department of Parque Expo group.

Also the image Portugal receives for this redevelopment project is worth the huge amount of investments, according to the government. To continue on image improving, Lisbon did create a new image for the city. And as a country they showed the world they can manage successfully this type of large flagship projects.

Parque das Nações, the new urban centre of Lisbon, has brought new economic activity to the city. The tourism sector is growing since this project has been developed. Interesting is that the cultural orientated expo did not specifically effected the cultural sector.

Another strong point that has added to the urban development of Lisbon is the creation of extra cultural activity. The intention of the development was also too focus on creating cultural activities to attract people from the city and tourists. Literature suggest that it could be a good idea to integrate the cultural ideas of the Expo into the post-use development. This turned out positively; The main cultural and entertainment attractions of the Expo were maintained for longer use. The Oceanium, the Feira, the Teleférico and the Pavilion of Knowledge are the main attractions of the area. These cultural activities have stayed in the area and they are still attracting hundred thousands of visitors.

An opportunity for the area could be the development of a new tramline to improve public transport from station Oriente to the north and south of Parque das Nações.

Weaknesses

Unless all these enormous successes the project has overcome also some weaknesses. First of all the weakness of the finance. The total development had 170 million dept and the maintenance accounts for 5 million euro yearly dept since 1998. But with the profit of other projects Parque Expo now has they can try to take away these costs. Another constraint is the social tension between the richer community of Parque das Nações with the poorer neighbourhood community of Moscavide. And due to security reasons for the richer people, some of the public spaces between flats is becoming private community space for only the residents. Off course this makes it more safe, but it also creates an even bigger tension between the two neighbourhoods.

Connected with this, is the weakness of having a bigger gap between the poorer next door neighbourhood Moscavide and the richer neighbourhood of Parque das Nações. This is given social tension between these two groups, with a negative result for the lower income group in the next door neighbourhood. A treat for the area is to become a gated community in future due to this social tension.



Unisphere, Expo 1939 New York

10

Cross-case analysis

This chapter will compare the two cases presented; Hanover and Lisbon. The cases will be compared on the points discussed in the cases itself. When analyzing and evaluating the cases quite different aspects matter. Aspects like location, planning, process, but also if problems did occurred and why they occurred. Also external aspects, which are hard to get a grip on, like the national economy, do matter.

Considering the purpose of the research there is a need to find out what leads the post-use strategy to a success or failure. What aspects gave the city the economic growth and the urban development boost caused by the expo project? The main points to be compared and discussed in this chapter are general fact & figures, location, time planning, idea and vision, objectives, strategy model and management model.

After these input comparison the results and effects will be compared, in other words the output-comparison. These input and output comparison will give a clear view what aspects do help in order to gain economic growth and urban development. The following paragraph will compare the strong and weak points of both cases that contributes to the city's urban development and its economic growth.

10.1 Comparison on input

General facts and figures

The general facts and figures of Hanover and Lisbon are given in Table 10.1 on the next page.

Character of expo

There exist a different urban character between Hanover and Lisbon expo's. That's mainly because the location and the different visions that leads to the expo's. The post use character in the vision of Lisbon makes of Lisbon an urban success.

Location

The location of both cases are compared which is visible in Figure 10.1. Hanover's Expo was located in a suburb in the south of the provincial city with its five hundred thousand inhabitants. The location is situated inland what used to be grassland and divided in two parts by the highway. The location of Lisbon's Expo was on the Tagus riverfront located on the border of Lisbon and the neighbour municipality of Loures North-East of the city centre. A place by the water, which is the case for Lisbon, makes the location more attractive than

General facts and figures

| | Hanover | Lisbon |
|--|---|---|
| Type of development: | Green field (new development) and partly brown field (upgrade) | Brown field (transformation) |
| Location: | Inland | Riverfront (near coast) |
| | 170 hectare | 70 hectare (340 for post-use) |
| Operating and managing company: | Public company for managing expo: EXPO 2000 Hanover GmbH Private company: Deutsche Messe | public company created by government |
| Initiative development: | 1987 | 1989 |
| Initial Finishing development: | 2000 | 2007 |
| State: | Phase 2 and 3 of Kronsberg are put on hold | Detail plans 5 and 6 partly still to be developed |
| Development period: | 14 years | 18 years |
| City | | |
| Inhabitants city (approximate) | 518.000 | 520.000 |
| Square kilometer city (km2) | 204 | 84 |
| Density city | 2539 /km2 | 6190 /km2 |
| Region | | |
| Inhabitants region (approximate) | 1.130.000 | 2.760.000 |
| Square kilometer region (km2) | 2290 | 2802 |
| Density region | 493 /km2 | 985 /km2 |
| Country | | |
| GDP nominal (2009 by IMF) | \$ 3.352 milliard (Germany) | \$ 228 milliard (Portugal) |
| GDP per capita (2010 IMF) ¹ | \$ 34.905 (Germany) | \$22.027 (Portugal) |

Table 10.1: General facts and figures compared

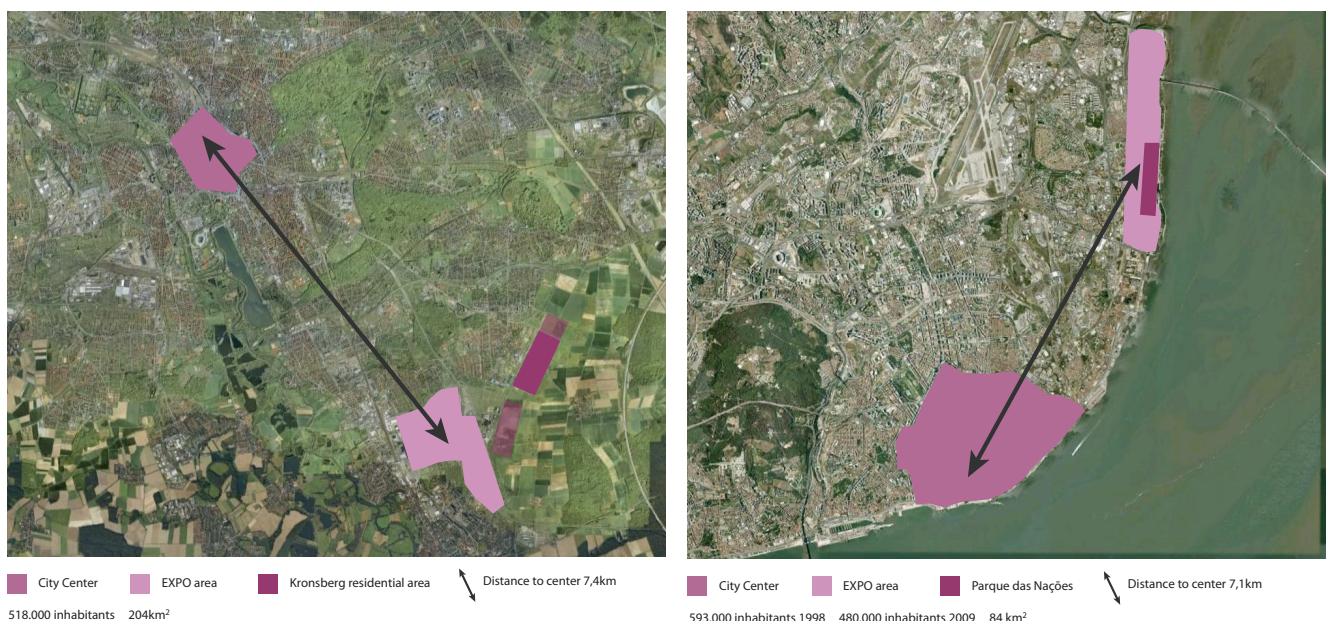


Figure 10.1: Location Hanover and Lisbon compared

situated around a highway which is the case for Hanover.

Both locations are situated around 7 kilometres from the city centre. The location in Lisbon feels more closer to the centre of the city centre. This is because Lisbon is a denser city than Hanover, almost 2.5 times denser. The region of Lisbon is almost double as dense as Hanover. The urban agglomeration of Lisbon does not stop at the border of Lisbon, but continues in the Lisbon Region. Hannover is a more stretched out city compared to Lisbon and therefore the location of the development area feels further away from the city centre.

Area

Finally Hanover chooses an area which is separated and intersected by a highway and more stretched out. That Hanover chooses a more stretched out set-up compared to Lisbon is not that weird if you look to the density of both city.

As said before Lisbon is far more dense than Hanover. But the total area has on the longer term a concept idea where clearly the functions are separated. The residential area is located in the north-east.

In Hanover the business and commerce area is located in the centre on the eastern side of the highway. And the Fair Grounds remain on the west side of the high way. This does not give the area a clear mixed-use and a centre. Which is the case in Lisbon. Where the Oriente station and the Vasco da Gama shopping mall is the centre. And where business, residential and leisure is mixed, spreading out to the North and to the South.

Time planning

The time frame of both development projects are around 15 years. The planning of both developments is totally different unless this time equality. Lisbon chooses to make a clear distinction between the master plan of EXPO'98 and the post-use master plan. Where Hanover only made a masterplan for EXPO 2000. Hanover did have ideas and made concept plans for the long term planning, but these were not that clear and well thought through as the Lisbon post-use masterplan.

Market tuning

A question mark can be put in the Hanover case by sufficient market research, to see whether there was enough demand for an ICT-sector as they planned in the Eastern Pavilion Area of the site. If they had triggered investors to buy plots before the Expo, to make sure the post-use is maintained, the eastern-area of the Hanover Expo area would not be as semi-abandoned as it is now a days. The area does not have the ICT sector preferences it should have according to the ICT companies.

Vision and strategy

The main problem here is that Hanover was missing a clear view and strategy how to deal with the post-use. Whereas Lisbon combined the Expo with the development of a new city district, to make sure the post-use of the Expo site was taken care of. Hanover had several different ideas, but not one clear goal for the whole area. Due to this the area broke up in several parts, and became not well maintained and managed.

Lifecycles

When comparing the lifecycles of both cities it is noticeable that step 5, the preparation and

implementation of EXPO, has a longer timeframe in the Hanover case than in the Lisbon case. Both start in 1993 with step 5, but Lisbon's EXPO opens in 1998 while Hanover have two more years to prepare. Why did Hanover needed more time to prepare? This could be because of a worse time planning of construction works. It could also be blamed to difficulties within the building law and environmental law in Germany. This seems a fair explanation. In Germany the democracy is more dominate than in Portugal. As written in the case of Lisbon, if Portugal's government want something to happen, they can make it happen. In Hanover the building law and environmental law can be blamed for delay in the process, due to the

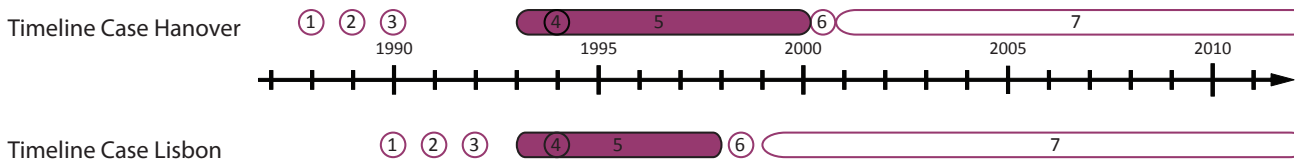


Figure 10.2: Life-cycles of Hanover and Lisbon compared

bureaucracy.

Motive

The motive for the Hanover expo-project was to increase and modernise the Hanover Exhibition Grounds, which was an idea of the City of Hanover together with Deutsche Messe AG. The City of Hanover came with the idea to make this realized through the organisation of an Expo. But with EXPO 2000 the City of Hanover wanted also to show how sustainable they are and developed therefore the know ecological residential district Kronsberg. The plan has supposed 132ha for residential purpose. This supposed to be developed in three phases. Until present only phase 1 is completed. For the green field development, the Eastern area the city of Hanover had the idea to make it a business and commerce centre with lot of ICT-businesses. Hanover realized later that they lacked a clear step by step plan to realize this idea. The 70 ha of the Eastern area is semi-developed and therefore not optimal in use. North of the Eastern area is another 30 ha. This was also assigned for businesses and commerce. Unfortunate this area is until present just a parking lot for the Fair Ground visitors.

Compared to Hanover, Lisbon's idea was concrete: to use the Expo as a catalyser for the development of a new urban district. Two goals combined in one attractive location, with potential on the riverfront, not far from the city centre.

The two cities have in common that they both wanted to upgrade an area and use a World Expo to accelerate the process. For Lisbon the area was large, but due to its compactness and with specific borders the area is perfect for a total regeneration. Hanover instead had not a clear marked and compact area. This is visible in the master plan for the Expo-site, which has been adjusted quite a lot in size and place.

Goals

It is interesting to compare the long term goals of both cities and to see if they make post-use in the area possible.

Hanover pointed out four long term goals quoted as follows:

- a) Modernize the Hanover Fair grounds in order to be maintain the position as biggest Fairs Grounds of the world.
- b) Improvements to the transport infrastructure, especially public transport in Hanover

Region.

c) Development of a new residential and commercial city district at Kronsberg, which shall relieve the very tight housing market.

d) Creation of a large-scale landscape enhancement concept for Kronsberg where the interests of recreation, nature conservation and agriculture impinged upon each other.

These objectives are all for the benefit of Hanover, Hanover Region or even for the country (like the position as largest Exhibition Ground in the world). They have no certain focus on the post-use of the area. And they are general ambitious objectives. There are no finance or process ambitions nor goals.

When taking a look at the objectives set by Lisbon the next three lines can be quoted:

a) To ensure excellent urban and environmental within the redevelopment area;

b) To ensure the rapid development of urban activity within the area in order to minimise the transition period;

c) To maximise the creation of financial resources to repay the debt, by pursuing the current policy of rigour and restraint, according to cost-benefit criteria.

These objectives are mainly focussed on the benefit within the location itself. Portugal's government had the general aim to demonstrate to the world its capacity to convoke, plan and implement large scale complex projects. Lisbon worked hard and efficient to show the world what they are capable of.

The objectives are specific and location bounded, certainly not to general. There is even something said about finance and process management in the objectives. And most important about the objectives is the focus the ensure the area as being in use and has quality and activity.

Are the goals smart? This is referring back to the theory in chapter 2 from Weber. See Table 10.2 below.

| | <i>Hanover</i> | <i>Lisbon</i> |
|--------------------|----------------|---------------|
| <i>Specific</i> | • | • |
| <i>Measurable</i> | • | • |
| <i>Acceptable</i> | • | • |
| <i>Realistic</i> | • | • |
| <i>Time framed</i> | • | • |

Table 10.2: SMART - goals

Strategy

Related to the objectives are the strategies used by each city. First to start with Hanover. Hanover did not have an overall strategy including post-use. The strategy was divided into strategies for different parts of the area. The strategy for the Hanover Exhibition Grounds (western area) is about the modernisation and extension before the opening of EXPO 2000. After the Expo this area will be maintained as Fair Ground. The strategy for the business and commerce district in the centre area is about the development of extensive commerce estates, simultaneously with the preparations of EXPO 2000. For the strategy of the Kronsberg

residential district (eastern area) the area was put in three phases of development. Until today only phase 1 is completed. Phase 2 and 3 will be developed when the city developments are asking for more residences. This has not been the case yet but can easily adapt to the now existing phase 1, based on the basic concept of construction on the western slope of the Kronsberg hill and due to the fact this destination is included in the zoning plan.

As said before the idea of Lisbon was simple and compact. The strategy of Lisbon is more focus and includes more concrete steps. It also includes the aspects of urban management and promotion. In Hanover this is lacking in its strategy. There can be concluded that Hanover is being too general with its strategy. Hanover has not converted their ideas and objectives in a clear strategy for the specific EXPO 2000 location. They have created a clear strategy for the regional infrastructure improvements and for the Kronsberg residential area. It was also clear what the function Fair Grounds would be after the Expo. Unless these well thought out strategies, Hanover was lacking a clear strategy for the Eastern pavilion area. Or better formulated the strategy was present but was not implemented correctly.

Organisation and management

When looking at the organisation and management models of both cities there was in Hanover a private organisation with all public shareholders which makes it a public organisation. In Lisbon there was a privatised organisation of two public administrative layers, which also makes it a public organisation.

10.2 Comparison on output

This section will compare the results and effects of both cases, its output. The results will be compared according to the line-up in the cases itself.

Physical effects

The physical effects show in both cities a very high impact on infrastructural matter. As well as Hanover as Lisbon did developed and renewed a lot of the infrastructure in and around the city. Both cities included a new metro line from the city centre to the area. These infrastructural effects have cost both cities a lot of investment. In Lisbon even European money was invested in the infrastructural development of the city. But generally the infrastructural developments of both cities have been paid by the governments.

What both cities also took care of was the temporally use of hotels and residences, which were in use for the employees of the Expo. Later they would be used as the function they were build for in the first place. In Lisbon they created temporarily extra kiosks at the Expo-event in order to serve the extra load of visitors during those 5 months. After the Expo the kiosk were not urgent anymore and were being dismantled, in order to make place for broad walkways and design public space at the riverfront of Parque das Nações.

Next to these temporarily uses, both cities also reserved a lot of space for extra parking lots, which were also temporarily. This is a very clever idea because not all phases of the total development project were completed at the start of the Expo.

Compared to Hanover, Lisbon did encounter environmental problems, which did not occur in the German city. The largest environmental issue for Lisbon has been the Marine harbour.

| <i>Physical effects</i> | <i>Hanover</i> | <i>Lisbon</i> |
|---|----------------|---------------|
| <i>Short term</i> | | |
| <i>Construction of new buildings</i> | • | • |
| <i>Construction of new roads, railways, station, airports</i> | • | • |
| <i>Development of public transport network: bus, tram, metro, train</i> | • | • |
| <i>Creation of temporarily parking lots</i> | • | • |
| <i>Hotels for employees</i> | • | |
| <i>Hotels for guests</i> | | • |
| <i>Improvement of public space</i> | • | • |
| <i>Improved infrastructure</i> | • | • |
| <i>Environmental problem issues</i> | | • |
| <i>Long term</i> | | |
| <i>Improvement of public transport network</i> | • | |
| <i>Improved infrastructure</i> | • | • |
| <i>Creation of new eco sustainable housing area</i> | • | |
| <i>Modernisation of Fair Grounds</i> | • | |
| <i>Improvement of the physical environment of the host city</i> | | • |
| <i>Improvement of the image of the host city</i> | | • |
| <i>Improvement of public space</i> | | • |
| <i>Environmental problem issues</i> | | • |
| <i>New urban sub centre</i> | | • |

Table 10.3: Summary physical effects

Over the last ten years the Marina has not been in use. It therefore affected also the direct neighbourhood, which was less in use then other parts of Parque das Nações. This is not only to blame on the Marina; the direct area around Marina was going to be developed by a Spanish investor, who became bankrupt and therefore could not finish the development of his plots. Parque Expo bought back the plots in order not to lose the attractiveness that Parque das Nações just earned.

Both cities have included a lot of new buildings in their development area. The difference is that the function and program of the buildings varies. In Hanover there is a strong focus on the modernisation and implementation of new buildings for the Fair Grounds. Besides that the initial focus at the Eastern pavilion Area is to gain buildings for commercial and IT sector. These sector implies a lot of office buildings. The last function of buildings which is presented in the development area of Hanover, are houses and apartments. Integrated within that are amenities to support the residential district.

When we look at the type of functions in the Lisbon development area, we see mostly the residential function. This function is mostly presented on the corners of the area. The centre of the area combines a lot of different functions, but mostly leisure and business. All types of leisure is available in the area, from a museum to a casino to a hotel and restaurant. The business in the area varies from retail in the shopping mall to small enterprises and larger

| Economic effects | Hanover | Lisbon |
|--|----------------|---------------|
| Short term | | |
| <i>Impact on employment</i> | • | • |
| <i>Creation of temporary jobs</i> | • | • |
| <i>Increased tourist visits (during EXPO)</i> | • | • |
| <i>Increased tourist visits</i> | | • |
| <i>Local merchant benefitting - hotels and restaurants</i> | • | |
| <i>Increase in prices of lodging and catering</i> | • | |
| <i>Increase in hiring - followed by an inexorable slowdown</i> | • | |
| <i>Impact on the creation of wealth</i> | | • |
| Long term | | |
| <i>Tourist visits</i> | • | • |
| <i>Influence on real estate values</i> | • | • |
| <i>Influence on plot prices</i> | | • |
| <i>Creation of new urban center</i> | | • |
| <i>No catalytic role for IT-sector as planned for Eastern Pavilion Area</i> | | • |
| <i>Catalyst in various economic sectors</i> | • | • |
| <i>Increase in trade, catering, lodging, events and railway turnover</i> | • | • |
| <i>Incite negative reactions from local firms faced with new competition</i> | | • |
| <i>Positive effect of the event on the local economy</i> | | • |

Table 10.4: Summary economic effects

| Socio-cultural effects | Hanover | Lisbon |
|---|----------------|---------------|
| Short term | | |
| <i>Increase the local interest and participation in cultural activities</i> | • | • |
| <i>Change image host city (during EXPO)</i> | • | |
| <i>Impact neighbourhood and surrounded neighbourhood communities</i> | | • |
| <i>Security issues (during EXPO)</i> | • | • |
| <i>Contribution to the quality of life</i> | • | • |
| <i>Image improving</i> | | • |
| Long term | | |
| <i>Increase the local interest and participation in cultural activities</i> | • | • |
| <i>Social tension with next door neighbourhood</i> | | • |
| <i>Contribute to transforming the image of the host city</i> | | • |
| <i>Contribution to the quality of life</i> | • | • |
| <i>Image improving</i> | | • |
| <i>Safety</i> | | • |

Table 10.5: Summary socio-cultural effects

enterprises and to big governmental institutions.

Compared to Hanover the variety in functions is in Lisbon higher, this could mean that the area in Lisbon is more attractive for more types of people and therefore the area has a higher user percentage.

Both cities have developed areas with public space and both cities have complete this task quite well. Hanover created playing field in between the housing plots in Kronsberg and on the Eastern border of Kronsberg a whole new green park has been created.

The Fair Ground also has its own concept about the use of public space. Three different types of green areas spread out over the Fair Grounds should make the area feeling less like large halls and should create a warmer atmosphere. In Lisbon the almost 5 kilometres riverfront was turned into a boulevard to stroll along. Included in the boulevard were gardens, large squares, playing areas and in the north a green park. The residential area consisted of a lot of underground parking and parking in the streets. The inner yard of the apartments were turned into a public common area free of traffic where families can have a barbeque and children can play. As spoken of in the case description, some of these inner yards have been transformed to secured community areas to keep the residential apartment and common gardens safe from violence.

Also both cities implemented a new city district. For Lisbon this includes the whole transformation of the area into Parque das Nações. And for Hanover this covers one part of the strategy, namely the development of Kronsberg housing district. The difference between both cities is that Lisbon has create a new district by transforming the total area, while Hanover used a green field development outside of the expo area to create a new district.

Economic effects

The economic effects of Hanover and Lisbon are put together in the table below to be able to compare them. Both cities have indeed created extra tourists visits. Noticeable is that the tourist visits during the EXPO are extremely high. After the Expo the visit numbers go back to the originally numbers. But when looking in the perspective of ten years after the event, in both cities we see tourist visits are rising. This can be benchmarked to the tourist visits of the whole country. The tourist visits in the city rise more than they do in the country.

The leveraging and catalytic effect on various economic sector has played a positive role in Lisbon. The city and country showed the world that Parque das Nações, new urban centre of Lisbon, generates tourism, business, residents and cultural entertainment.

For Hanover the Expo did not create a catalytic effect on various economic sectors in the post-use period. Hanover did show with the development of Kronsberg their innovation on sustainable living. But more important to say here is that the Fair Grounds are not attracting more visitors today than before the Expo in the nineties.

Socio-cultural effects

To start in general, it was quite hard to find the effects in the socio or cultural sector related to these development projects. What both cities show is that security issues are of important matter during the event. The same counts for the impact it has on the host-city specifically during the event. It is in the hands of the city to make sure the image continues to improve

after the event. Marketing issues play a very important role within this. When looking at the differences between the cities we see that Hanover on the longer term has an increase in interest and participation in cultural activities. Hanover did make use of the world wide Project also in its own habitat. The city has put since then a lot of attention to social matters and cultural events. They wanted to rise on the socio-cultural level in order to make their city more attractive for visitors, but also for its own inhabitants.

Lisbon instead focussed more on the transforming of the image of the city, especially the image of the area, Parque das Nações. Included in this transformation were of course various types of functions, also the cultural and educational aspects were included. But the difference with Hanover is that Lisbon did not need to make their city more socio-cultural. The old city has already a lot to offer.

In Lisbon the area is more closed into the urban structure of the city, the area is more dense. This fact gave the area probably the socio-cultural effect of negative impact on the surrounded neighbourhood. Also the safety of the new developed Parque das Nações was therefore not guaranteed and the inhabitants made the public gardens secured from outsiders. In Hanover this did not happen, due to the reason the area is located in a less dense location.

10.3 Cross-case findings

This section will list the findings based on the cross-case analysis. The strengths and weaknesses per case will be summed up, elaborated by an explanation. First some general findings will be evaluated.

10.3.1 General findings

In general the cross-case analysis has showed that some impacts do occur in one case, while they are missing in the other. The analysis also showed that, the way the effects are made possible, can be done in different ways. Also noticeable is that the intended impacts do not always occur, due to unforeseen problems or the lack of finance and organization. And as last the cross-case analysis showed that some effects have a higher impact for the sake of urban development than others.

10.3.2 Strengths and Weaknesses

Table 10.6 and Table 10.7 compare both cases strong and weak points, according to the set variables in this research; Physical, Economical and Socio-cultural. The table also shows strengths and weaknesses in the city marketing and organisation of the expo- and post-use projects.

On the physical variable both cities show that the implementation of a well thought through infrastructural plan has gain urban development for the city. Also both cities implemented a new city district. For Lisbon this includes the transformation of the area into Parque das Nações and for Hanover this covers one part of the strategy, namely the development of Kronsberg housing district. In general a transformation project is more complex than a green field development, therefore the use of an expo seem more logic to use as catalyst in a transformation project. The physical upgrade of the Hanover Exhibition Grounds is a strength of Hanover's case.

When looking into the economic strengths there are not many to be named. Lisbon did a

good job to sell plots already before the opening of the expo. And because the area became attractive the real estate values have risen.

The socio-cultural strengths show that both cities have increased the availability in cultural activities. For Lisbon this is done specifically in the location of the expo. For Hanover this growth in cultural activities was settled through the de-central projects, and has an affect which is more visible in the centre of the city.

Both cities wanted to strengthen their image of the city. Lisbon did here a better job than Hanover. The cities is more of an appeal to tourists and businesses. In Hanover the tourist sector has grown, but not more than the trend it has before the staging of an expo.

The organisation capacity can have a large impact on the success of a project or not. In Lisbon Parque Expo was set up and directly split-up into one group organising the Expo and one group responsible for the post-use, which interacted with each other lot, in order to gain

| Strenghts | Hanover | Lisbon |
|-----------------------|---|---|
| <i>Physical</i> | Improvements of infrastructure (roads). Improvement of public transport connection between City-Exhibition Grounds and City-Kronsberg. Well planned infrastructure on World Expo site East (before Expo all infrastructure elements were incorporated in plan). Creation of new sustainable housing city district. Modernisation of Hanover Exhibition Grounds. | Improvement of connection to city centre by implementation of a direct new metro line. Improvement of connection to southern region by implementation of Vasco da Gama bridge. Able to create a new Lisbon urban centre (hotspot). Number of working population increased. |
| <i>Economical</i> | Increased tourism | Plot sales. Values of real estate has grown. Increased tourism |
| <i>Socio-cultural</i> | Increase the local interest and participation in cultural activities. | Extra cultural-activity after EXPO'98. |
| <i>City marketing</i> | - | More of an appeal to tourists and businesses. Better image of Lisbon and Portugal through the building of new urban centre. |
| <i>Organisation</i> | - | Creation of Parque Expo (for both expo and post-use). Integrated masterplan with a diversity of functions. Special legislation, which accelerates the procedures. |

Table 10.6: Comparison of both cases on strenghts

| Weaknesses | Hanover | Lisbon |
|-----------------------|---|--|
| <i>Physical</i> | Disrepair of pavilions at World former Eastern Pavilion Area. | Implementation of Marine Harbour. |
| <i>Economical</i> | 2,5 billion DM debt | 170 million debt (euro) Losses grow every year. |
| <i>Socio-cultural</i> | - | Social tension with next door neighbourhood. Safety problems. |
| <i>City marketing</i> | Failure marketing strategy to gain image for the city (especially before and during expo). | - |
| <i>Organisation</i> | Weak implementation of EXPO PARK Hanover by EXPO GRUND GmbH Failure of post use concrete strategy for Eastern Pavilion Area. No clear responsibilities. | No solid agreement for maintenance between Parque Expo and municipality. |

Table 10.7: Comparison of both cases on weaknesses

for two integrated masterplans; one for the expo and one for the post-use. Special legislation made it for Parque Expo possible to handle law procedures quick and efficient.

Coming to the weaknesses of both cases the physical weaknesses are present in both cases. Lisbon had some problems with the marine harbour, but since last year (2009) this harbour area has been renewed and seems to add quality to the area nowadays. In Hanover EXPO Park Hanover is not fully implemented yet. The area still have a lot pavilions on site which have fallen into disrepair. This does not add up to the physical quality of the area.

Both cities did not had a break even result, but many depts. The government is paying off these depts.

The cases have shown both cities did not intervene extremely on the socio-cultural variable. Lisbon created the new urban centre in the middle of more poor neighbourhoods. This has given social tension between the two neighbourhoods and it could make Parque das Nações a more isolated district in the future if the safety measurements required will rise. This affects the quality of the public space even more than it already does now.

The promotion of EXPO 2000 can be considered as a weakness of the Hanover case. The marketing did not reached enough over the national border. Due to the fact the expo did not received as many visitors as the city hoped the image of the city was not affected as much as the city planned it.

Many of the weaknesses in the case of Hanover can be blamed to the organisation capacity of EXPO 2000 GmbH and EXPO GRUND GmbH. These companies had no clear responsibilities about how to implement the vision and strategy for mainly the post-use.

One strong point does not make a case directly a success or one weak point does not make the case directly not a success. In general it is about how strengths and weaknesses are implemented in a case. What was the 'underlying strategy' that makes the case having strong points and at the same time makes the post-use optimal and supports the urban development and economic growth on the long term?

The next and final part of this paragraph is a comparison based on general principles for optimizing success acquired from theory.

10.3.3 General principles of Clark tested on the case studies

Author Greg Clark has done an assessment on how mega-events can produce local development benefits. By conducting many and different case studies a lot of risks and points of caution were identified that must be considered if the event is to be a success. A set of generic principles for mega-events are provided by the author that provide a guide into how to learn and innovate further. The given principles are general and are meant for mega-events. See Table 10.8 for an overview of the principles. Principles 1 to 10 are key principles to take into account when planning the event. The principles 11 till 20 capture success through benefits for the city., these are recommended principles. The principles set by Clark are tested on both cases. This is also visible in Table 10.8. Noticeable from this table is that Lisbon have optimized more success than Hanover.

The principles are mainly focussed on how the organisation should work and how the city marketing should be done. In other words these principles could help to steer the strategy of a city. Some of the principles are very general, like 'innovate and be creative' while others are a bit more specific: 'Identify existing city image strengths/cultural heritage and look to further

| General principles for optimizing success | | Hanover | Lisbon |
|--|--|----------------|---------------|
| Planning for the hosting of the event and securing local benefits | | | |
| 1 | Adopt a business-orientated approach. | + | + |
| 2 | Use the event to accelerate/catalyse existing urban development plans. | + | + |
| 3 | If new infrastructure needs to be constructed, always attempt to regenerate urban areas experiencing decline. | o | + |
| 4 | Innovate and be creative. | + | + |
| 5 | Secure the support, involvement, employment and pride of local communities. | o | - |
| 6 | Identify the intended city image resulting from the event and plan around it. | - | + |
| 7 | Plan the longer-term legacy at the same time as the event itself. | - | + |
| 8 | Focus on a positive short-term financial/visitor impact to ensure sustained community support. | - | - |
| 9 | Create public-private investment partnerships and other co-operative arrangements. | o | + |
| 10 | Ensure sufficient action is taken to enable business preparedness for the event. | o | + |
| Recommend principles for success in capturing local benefits from global events | | | |
| 11 | Look to use a city-based event to stimulate regional development as well. | + | + |
| 12 | Look to affect a wider audience than those already interested. | + | + |
| 13 | Look to achieve lasting societal change. | + | + |
| 14 | Honestly evaluate and then challenge negative/weak pre-conceptions of the city image. | - | + |
| 15 | Identify existing city image strengths/cultural heritage and look to further enhance and promote these. | o | + |
| 16 | Devote adequate time and resources to raising carefully selected private sponsorships for the event. | - | o |
| 17 | Establish, from the start, a structure/organisation with the responsibility for implementing the longer-term legacy ambitions of the city after the event. | + / o | + |
| 18 | Use the event to improve political/cultural/civil relationships with other cities/regions/countries. | + | + |
| 19 | Look to minimise the environmental impact of the event and publicise efforts to do so. | + | o |
| 20 | Implement an ideally independent, monitoring and evaluation scheme so that lessons are recorded and passed on to future hosts. | - | - |

Table 10.8: Hanover and Lisbon tested on Clarks' principles

| General principles for World Expo areas to optimise success |
|--|
| On 'organisation capacity' |
| Adopt a business-orientated approach. |
| Innovate and be creative. |
| Plan the longer-term legacy at the same time as the event itself. |
| Create public-private investment partnerships and other co-operative arrangements. |
| Ensure sufficient action is taken to enable business preparedness for the event. |
| Establish, from the start, a structure/organisation with the responsibility for implementing the longer-term legacy ambitions of the city after the event. |
| Implement an ideally independent, monitoring and evaluation scheme so that lessons are recorded and passed on to future hosts. |
| On 'city marketing aspect' |
| Identify the intended city image resulting from the event and plan around it. |
| Look to affect a wider audience than those already interested. |
| Honestly evaluate and then challenge negative/weak pre-conceptions of the city image. |
| Identify existing city image strengths/cultural heritage and look to further enhance and promote these. |
| Devote adequate time and resources to raising carefully selected private sponsorships for the event. |
| On 'physical aspect' |
| Use the event to accelerate/catalyse existing urban development plans. |
| If new infrastructure needs to be constructed, always attempt to regenerate urban areas experiencing decline. |

Table 10.9: General principles of Clark converted to the use within World Expo post-use strategy

enhance and promote these' or 'Create public-private investment partnerships and other co-operative arrangements'.

Table 10.9 shows the principles which could contribute to the general success of a World Expo its post-use and its city marketing. This table shows on what aspect the principle is focussed; organisation, city marketing or physical aspect. From this new converted table, the organisation and city marketing aspects are the steering part in a strategy.

Risks

According to Clark there are five risks that need to be addressed when organising a mega-

| <i>Risks to address</i> | | <i>Hanover</i> | <i>Lisbon</i> |
|-------------------------|--|----------------|---------------|
| 1 | Beware of expenditure levels felt to be unjustified by local communities. | + | o |
| 2 | Beware of the displacement affect of various events on local businesses, retail and tourism. | + | + |
| 3 | Be aware of the probable (relative) decline in interest, visitor numbers, and public funding availability immediately after the event. | o | + |
| 4 | Anticipate negative social action (e.g. protests) stimulated by the event and plan accordingly. | - | +/o |
| 5 | Beware of the event's legacy being susceptible to political changes in the city authorities after the event. | + | + |

Table 10.10: Risks to address of mega-events mentioned by Clark

event, see Table 10.10. The risks are tested on both the cases presented in this research. Every single risk will be discussed hereafter.

The first risk; beware of expenditure levels felt to be unjustified by local communities, could be easily the case at a World Expo. The event is large of scale and therefore the temptation to develop an overestimated masterplan with too much investments could happen. Important is that the city does not lose the city's character and its original vision. Local communities who did not actively benefitted from the event should not pay of the debt from for example the infrastructure investment, through higher taxes they have to pay, due to the hosting of the event. In Lisbon this was more the case then Hanover. Hanover managed this risk better. The second risk named by Clark is about the displacement affect of the event on local business, retail and tourism. The World Expo is a temporarily event, just like all the mega-events. During this timeframe it is possible that the yearly coming tourist will not visit the city before and during the event, because it will be too busy. This could mean the tourism in other parts of the city will decrease. This also counts for the decrease of local business and retail in other parts of the city during the event. Both cases show they have addressed this risk quite well.

The third risk to be addressed is the possible decline of interest, visitors numbers and public funding available immediately after the expo. Looking at the cases Lisbon was aware of this risk. The expo company had planned to keep the area interesting for several actors. On the one hand for (local) visitors who could already make use of the leisure and entertainment in the area; the shopping mall, the developed Lisbon casino, the aquarium, the restaurants and cafes and the nice riverfront. On the other hand for investors to develop the residential parts of Parque das Nações during the seven years after the event. Also the area became interesting for potential residents who would like to live in this area. The most important reason why the decline for Lisbon did not felt so hard was because a lot of activities stayed permanent after the event. Of course with less busy days, but the local people showed up to explore Parque das Nações.

The fourth risk to discuss here is the risk of negative social action stimulated by the event.

This risk is focussing on protests against the hosting of an expo. The expo organisation should pay attention to these protests, in order not to receive negative worldwide media attention on these protests. What the city wants, is to have attention for the expo event itself, not on uncontrolled protests. In Hanover the citizens were in the first place not content with the hosting of an expo, But after a 'citizens survey' the city chose to organize the event because 51.5 percent of the respondents agreed to it. Hanover did not anticipated on the remaining 48.5 percent citizens.

The last risk to address is about the expo's legacy being susceptible to political changes in the city's municipality after the expo. This last risk is very important to the successful post-use of the expo areas. Political changes can happen when a new figure is chosen in the city's municipality after elections. This can lead to sanction of the funding when the politics are not interested in the projects of the expo post-use anymore. Important within this risk is that politicians should share the same opinion about a clear future vision of the city and specifically for the post-use of the expo area. Only in this way the city can survive power changes. Both cities have clear long term future visions, hopefully political elections won't change these vision drastically.



Vasco da Gama Bridge, Expo 1998 Lisbon

11

Strategy for optimal post-use of World Expo areas

This chapter will present the strategy for optimal post-use of World Expo areas, based on the findings of the theoretical and empirical chapters in this research.

Before the strategic plan will be presented the differences between a normal urban development and a expo development will be given. It explains directly why expo development needs its own strategy. After this paragraph the actual strategic plan will be presented in 11.2. The strategic plan is captured in an abstract optimization model which will be given in 11.3. A final paragraph will discuss risks and limitations of the strategic plan.

This chapter gives answer to the main research question in this research:

- What strategic plan can lead to optimal post-use of expo areas which supports the urban development and economic growth of the city both on short and long term?

11.1 Differences between urban development and expo development

Before the strategic plan will be presented this paragraph shows the main differences between a normal urban development and a expo development.

Expo development has a prefixed time frame

This prefixed time frame cannot be delayed. From the beginning all involved actors know the event has to open on a specific date. This makes the pressure on the process higher than with a normal urban development. The process will be more efficient because the expo organisation is mostly given powers to approve land development plans, while with normal urban development these laws' mostly delay the process.

Expo development has different real estate; due to different urban functions

First of all development of an expo has different building structures than normal development. The expo has to construct special structures. The national pavilions are the most special ones. These structures are designed with mostly very dominant and outspoken architecture. The function of the pavilions is to expose the country during the World Expo. The inside of the pavilions is therefore not very flexible to use for other functions when the World Expo is closing down.

Expo development has more media attention, more promotion

During normal urban development media attention is not the case. For an expo development process this is totally different. Promotion and media attention are central aspects of the

expo development. This media attention can cover a very good promotion for the whole expo development process. However, it can also lead to negative publications. Negative media attention would also be the case in normal urban development. If something goes wrong or is being delayed the urban development becomes a news headline.

Expo development has easier access to sponsorships.

The massive media attention of an expo urban development will create more chance to gain sponsorships for the development.

11.2 Strategic plan

This paragraph will present the strategy proposed in this research. The strategic plan is categorized according to the variables - physical, economical, cultural-social - and the two steering instruments organisation and city marketing.

Physical strategy

The physical strategy is the most visible one. The success or failure of this variable is easier to measure compared to the other variables. The physical strategy has three main action points. The actions points distinguish aspects both on area level and the real-estate level. The actions points are described hereafter.

Action point 1: Creation of an urban centre.

This first action point is on area level and is very important for World Expo areas. The creation of an urban centre was for the Lisbon case the most important reason why the case was more successful than Hanover. Taken into account that World Expo recently taking place at declining urban areas close to the city centre. The concept of regenerate a declined neighbourhood into a new urban centre is very well applicable to these areas.

But what does the term 'urban centre' mean? An urban centre is a large and densely populated urban area which may include several independent administrative districts.⁹ For creating an urban centre, this research sets preconditions. First of all the area need to consist of more than one primary functions; preferably more than two. This is needed in order to be diverse (Jacobs, 1961). The area should have a residential context, with houses, small service providers and food shops. The area should also have leisure and cultural attractions - like shopping areas, museums, cinemas and theatres - with all the complementary services, which is open on days and at times compatible with the free time of potential visitors. Restaurants should be close to these attractions to make a visit to the area as practical as possible. Second, the area must have a sufficiently dense concentration of people (Jacobs, 1961). The area should not only have inhabitants but also workers and visitors, like tourists. Generating a hub with tourist services can help to attract the tourist to the urban centre. The third precondition tells the area should be easy accessible as well by car, public transport or pedestrians. Fourth, the area should include a good quality of the public space and attractive and well-maintained buildings. The fifth precondition is to ensure safety in the streets. People should be able to move around the urban centre in complete safety, but this safety shouldn't generate a quasi police state. Changes must be made so that movement and activity are the very reasons why undesirable visitors move on.

⁹ <http://www.wordwebonline.com/en/URBANCENTRE>

Action point 2: World Expo area as node in infrastructural networks.

The second action point is also on area level. The infrastructure improvements have in both cases showed positive results for the city's urban development. However, only implementing infrastructure does not guarantee success. This action point focuses on having infrastructural improvements which connect the expo area with city centre and other significant infrastructural networks in its city, region and country. It is important that the former expo area will become a node in related infrastructural networks.

Action point 3: Flexible pavilions for multiple post-use functions.

The third physical action point is on real estate level. This point will give the national pavilions a longer life time than they currently do have. The B.I.E. can take this rule into their regulation so that countries are forced to design national pavilions which are sustainable for the longer use. This gives architects and designers a challenge to innovate and be creative, because the pavilions need to be a unique national product and at the same time flexible enough for other uses after the World Expo.

Also Clark's general principles on the physical aspects (see Table 10.9) should be included in the physical strategy.

- The World Expo should be used to accelerate and catalyse existing urban development plans.

This has been done in both cases. Lisbon as well as Hanover used and combined the World Expo to develop large and complex plans the city already had on its agenda. For a city to rely on side effects to promote urban development will not make the World Expo and its post-use successful in the long term.

- If new infrastructure needs to be constructed, cities should always attempt to regenerate urban areas experiencing decline; this could secure local support.

Economical strategy

The economical strategy is to strive for economic growth in the long term run. Four points of action are included in this part of the strategic plan. Action point 5 is a more concrete step of action point 4.

Action point 4: Introduce new economic activities and business to the area and/or extend the existing ones.

When new economic activities are introduced in the area, the city has potential to grow in its economy level. This also counts for the further development of the already existing economic activities. However, before introducing a new activity or to extend one, a city needs to find out which economic sectors are important to them. By analysing the city its economic base the city knows its sources of income and with that their economical position. The city needs to know where they are good in compared to the performance level of other cities relatively close by. Also the world economy is part of the analysis. If there is no demand for the sector the city would like to develop itself in, it is not strategically wise to do so.

Action point 5: Set up tourist-sector related functions.

To be more concrete on action point 4, action point 5 has been set-up. With the organisation of a World Expo the city receives many extra numbers of tourists. With this large economic

sector the area can generate significant income for the city. The tourist functions need to be extended into the post-use of the area. City marketing plays an important role in this action point. The city marketing should help the area to become and stay a tourist attraction. The tourist related functions which could be introduced into the area are functions such as: museums, restaurants, bars and shops. Also hotel, bed & breakfast services need to be set-up.

Action point 6: Make private investors and developers have an absolute believe in the post-use masterplan.

This sixth action point is part of the economic strategy because it will have a rising effect on the plot sales, if interpreted in the right way. When the expo event is over the area becomes free for other uses. This post-use of the expo site is mostly not directly for use. Some parts of the site need to be (re)developed. When the Expo development company has investors and developers that believe in these plans it will have rising effect on the plot sales, due to the many interested potential buyers.

In order to make private investors and developers believe in the post-use masterplan, the expo company has to promote the masterplan of the post-use already in an early stage of the expo project. At the time the expo is being prepared potential buyers for post-use plots have to be attracted to the future developments. When the expo is being used to accelerate existing urban development plans, probably some investors are already involved and interested in these urban development plans, due to the fact that the plans are already known for a while.

Action point 7: Strive at least for a break even result, and strive for profit on the long term.

The seventh action point is an indirect one. If the expo company, mainly with public shareholders, strives for a break even result, the national government or the city its municipality does not have to pay the losses of the expo's development. If the expo company is striving for profit on the long term, this will have an indirect positive effect on the economic situation of the city and the government's equity.

Socio-cultural strategy

The socio-cultural strategy has three action points. Action points 8 and 9 can be seen as an 'extension' of the socio-cultural aspect of the event. This should last not only during the three or six months of staging but should be taken into account on the longer term into the city's society. The economy can profit from it as well. The last action point 10 has been included for the city's own sake.

Action point 8: Maintain several cultural activities from World Expo event in the post-use.

The World Expo its cultural and social happenings can be used as benefit for the post-use. The cultural activities during the event should last even after the event. Some activities during the World Expo could be used permanent. An example is the Teleférico in Lisbon. This cableway gave the visitors of the World Expo an overview of the area, nowadays the Teleférico is still in use for visitors.

Action point 9: Initiate creative economy, when desirable.

The ninth action point should be considered by each city for itself. If a city would like to gain more creativity, be more technical and attract more artist and other professionals to their city, the city should host a World Expo to accelerate the process of becoming a creative economy. A World Expo has the contents and therefore potential to make a city believe in what they can offer to the world.

Action point 10: Provide program for local communities threatened by the World Expo.

Local communities and local business could suffer from impacts of a World Expo; negative impacts seen from their perspective. This last action point of the socio-cultural strategy is set up to minimize these 'negative impacts'. For example, this program could include a funding program available for the local communities, to stimulate their local business and welfare so they can make profit too.

Strategy of the steering instruments; city marketing and organisation.

Besides the strategies for the variables, physical, economical and socio-cultural, this strategic plan also includes the strategy of the steering instruments. These two instruments will describe the action points that will bring a city closer to optimal post-use.

City marketing strategy

The city marketing strategy includes two action points. Besides these two action points the general principles of Clark are included in this strategy as well.

Action point 11: The city marketing should include all four activities named by Kotler.

This action point has evolved from the literature reviews. Kotler (1999) has named four activities which are dependent for the development of identity and image of a city. These four activities are:

- 1) The development of a strong, attractive position and image for the city, starting with choosing of a few unique and distinctive core values that in combination characterized the city. The positioning put a city down to a certain ambition which can be made: claim and evidence go hand in hand;
- 2) The provision of efficient and accessible products and services of a city. With this it is important to have a good infrastructure, a high level of facilities and new attractions and events to keep new business and public support on track and to attract new investors;
- 3) Promotion and communication: tell the world who the city is and what the city can offer, in order that users are completely aware of the distinctive advantages. A second instrument can be; offering attractive incentives for current and future users of the products and services of the city.
- 4) Citizens are part of the image of a city and therefore they determine as well the identity and image of the city as a whole. Therefore it is important that they are hospitable, kind and that they share the civil pride to new target groups.

When all the activities are captured in the city marketing program in its right way the image of a city should change more easily.

Action point 12: Use appealing persons who can personificate the image building.

Important for the implication of the 'new image' through the city marketing strategy, is that the citizens and later also the tourists have an positive feeling with the type of image building. When an appealing person is used to promote and personificate the image it will be more likely to be accepted by the greater public.

Besides these two action points, also included in the city marketing strategy are Clark his general principles on the city marketing aspect:

- Identify the intended city image resulting from the event and plan around it.
- Look to affect a wider audience than those already interested.
- Honestly evaluate and then challenge negative/weak pre-conceptions of the city image.
- Identify existing city image strengths/cultural heritage and look to further enhance and promote these.
- Devote adequate time and resources to raising carefully selected private sponsorships for the event.

Strategy for the organisation

The organisational strategy includes four action points. Action point 14 and 15 are used from Clark his general principles, because these two action points involve specifically the success of the post-use.

Action point 13: Involve private parties in early stage.

Parque Expo made it possible to sell the plots already before the post-use period even begun. This was done by a very smart idea, the company involved private parties already before the staging of the expo. The company act, proactive for the post-use in an early stage.

Action point 14: Establish, from the start, a structure or organisation with the responsibility for implementing the longer-term post-use ambitions of the city after the event.

In Hanover a company has been set up of the organisation of the Expo; EXPO 2000 GmbH. Another company was established in the same year to take care of the development, enhancement, management and exploitation of properties of the terrain in EXPO 2000.

Important note here is that the establishment of an organization alone is not enough. The strategy that the organisation uses needs to focus on the positive effects on the long term. This accounts as well for the post-use plans, these needs to be well thought through and flexible in order to optimise the post-use.

In Lisbon the expo organisation company and the company responsible for the post-use were combined in an umbrella organisation which was successful for Lisbon.

Action point 15: Plan the longer-term post-use at the same time as the event itself.

This action point is related to action point 14. The post-use plans need to be prepared and adapted during the preparations of the expo-project itself. If the organization waits till the expo event is over, it is too late to prepare the long-term post use.

Action point 16: Make use of risk management.

The last action point of the organizational strategy is about risk management. From theory several risks to address were presented in the cross case study. For the success of the event and its post-use these risks need to be managed. A risk management expert can be hired to fulfill this job.

Besides these four action points the following general principles from Clark on organisation capacity are included in this strategy:

- Adopt a business-orientated approach; this enables short and long term goals and legacy ambitions to be more realistically approached.
- Innovate and be creative.
- Create public-private investment partnerships and other co-operative arrangements.
- Ensure sufficient action is taken to enable business preparedness for the event.
- Implement an ideally independent, monitoring and evaluation scheme so that lessons are recorded and passed on to future hosts.

11.3 Expo post-use optimisation model

The strategic plan, described in previous paragraph, is captured in an abstract model for optimisation of expo post-use (Figure 11.1). The aim of the model is to gain a successful post-use for World Expo areas which support the urban development and economic growth on both the short and long term. This paragraph will explain how the model works.

Context

First of all the model always takes place in a certain context. This context has its own identity and circumstances. The specific city identities and location characteristics of the World Expo area should be taken into account in this context. The context is visible in the model as the outer rectangle where the whole model is part of.

Variables

The variables form the 'constant' elements throughout the whole model. These variables are the physical, economical and socio-cultural characteristics of the World Expo area. They are put horizontally in the model within a certain timeframe: from t_0 to t_2 , because the characteristics of the variables change over time. These characteristic changes are dependent on the strategic plan.

Strategic plan

The strategic plan forms an important role in this model. The strategic plan is the external influence which forms the input at a certain time, for example at t_0 at t_1 . Every variable has its own specific action points. The action points are chosen specifically, so that they will have a positive influence on the optimization of the long term post-use.

Steering instruments

The steering instruments form also an important role in the model. The organisation and the city marketing are the steering instruments in this model. With the organisational strategy and city marketing strategy the variables will be steered and positively influence the optimization of the long term post-use.

The steering instruments around t0 can differ from the steering instruments at t1 and t2. Important in this model is the interaction between these different types of organisation and marketing.

Process

The variables together with their specific actions points (the strategic plan) are put in a process. This process takes place from t0 till t1 and a new process takes place from t1 till t2. t0 can be considered as the initiative phase of the expo-project and the post-use project, in other words the total development project. t1 can be considered as the realisation phase of the expo-project and the preparation and implementation phase of the post-use project. t2 can be considered as the realisation phase of the post-use project.

The first process (t0 till t1) covers the preparation and implementation of the expo-project. But also included in this process is the initiative and preparation phase of the post-use project. In the process itself adaptation takes place on each variable to optimize the output gained at t1. The second process (t1 till t2) covers the preparation and implementation phase of the post-use project. Again, in the process itself adaptation takes place on each variable to optimize the output gained at t2.

Final result

At the output of t2 the strategic plan is used, but the optimisation process does not stop here. The process continues timeless into new small in- and out-put processes, with the main target to create successful World Expo area post-use which supports the urban development and economic growth of cities, each time over time adapted.

In order to make the post-use optimisation complete and attractive on all variables, there must be created a 'balance' between the physical, as well economical and as well socio-cultural variable. An urban area will be of greater use and value if all variables are presented in the area.

Expo post-use steering and control model for optimisation

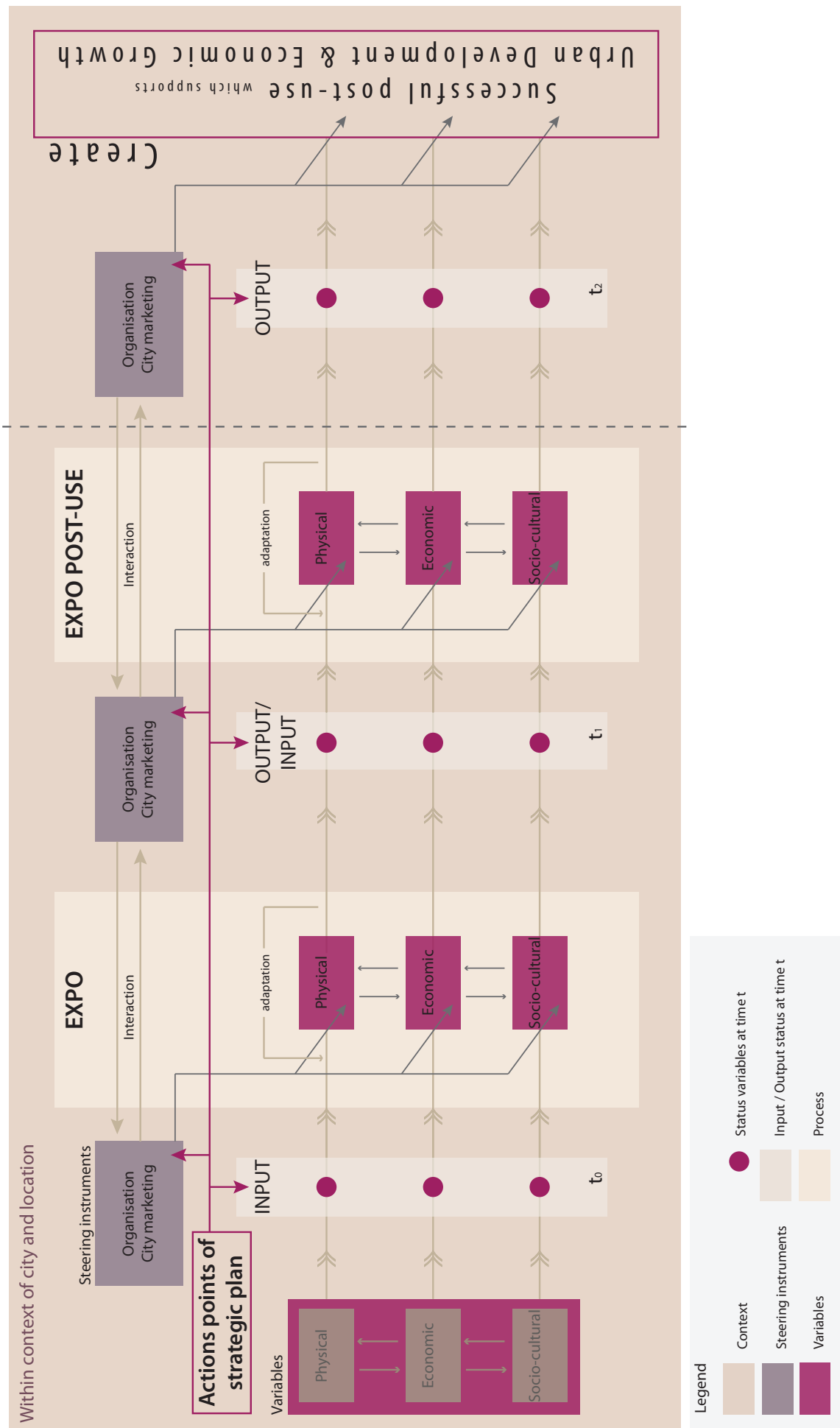
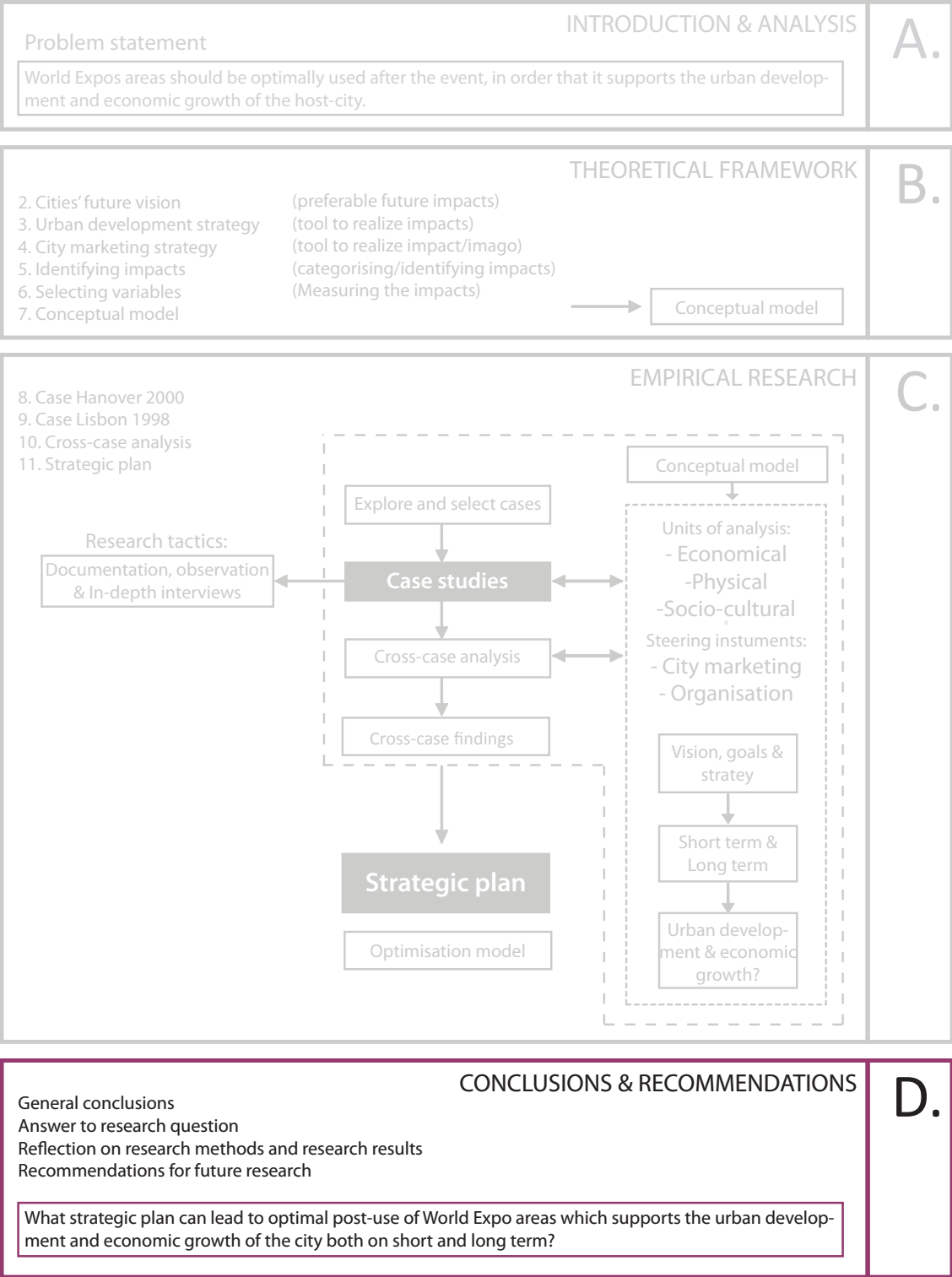


Figure 11.1: Optimisation model



Literature studies



D

CONCLUSION

This final and last part will draw conclusions from the research done, give a critical reflection and at last give recommendations for future research.



Oriente station, Expo 1998 Lisbon

12

Conclusions and recommendations

12.1 Conclusions

This research evolved around the problem of not having optimal post-used World Expo areas. National pavilions and other structures used during the World Expo are in several cases abandoned and do not have a function. For the city's sake these areas should become more optimal in use, in order to promote the city its development. This research has addressed this problem through investigating what kind of strategic plan could lead to optimal post-use of World Expo areas and specifically to support the urban development and economic growth of a city. The research question quotes:

What **strategic plan** can lead to **optimal post-use of World Expo areas** which **supports the urban development and economic growth** of the city both on short and **long term**?

With the use of (1) extensive literature reviews and (2) empirical research with two complying case studies, the research has given answer to the sub-research questions shown in box 5. The extensive literature reviews and the two case studies made it possible to set up a strategic plan for the optimal post-use of World Expo areas. This strategic plan has been presented in previous chapter. This strategic plan is an advice to show cities how post-use of World Expo areas can be made successful. With the use of this strategic plan it should be easier for cities to gain this optimal post-use. A summary of the strategic plan is given in Table 12.1. The strategic plan is divided in two parts. The first part includes the strategies for the variables; physical, economical and socio-cultural. During the investigation of the cases and reading literature, it became clear that these variables are being influenced by steering instruments. The second part of the strategic plan includes the strategies for the steering instruments; city marketing an organisation.

BOX 5

Literature research

- What do cities need to set up strategies for future use? Specifically to realize a preferable future post-use of World Expo areas?
- What is an urban (re)development strategy and how can urban redevelopment strategies be used as a tool for cities to strive for urban development and economic growth?

- What is a city marketing strategy and how can city marketing be used as a tool for cities to strive for a certain image creation?

- How can impacts be identified and categorised?

- What impact variables will be studied in the case and how can these impacts variables be measured?

Empirical research

- What kind of vision, objective and strategy did the former host-city developed, to make the best out of expo areas post-use?

- What were the results and effects of the implemented strategy? What impacts have been identified in the case?

- What were the strengths and weaknesses of the case considering the implemented post-use strategy?

Strategy highlights

The highlights of the physical strategy are the creation of an urban centre and having the area as node in infrastructural networks. Also it is very important that national pavilions are flexible designed for multiple post-use functions. These functions will create a more optimal post-use of the World Expo area and also important for the support of the urban development of the city.

The highlights of the economical strategy is the introduction of new economic activities to the World Expo area and/or the extension of existing ones. Focus should be set on the development and extension of the tourist sector. This together with the strive to profit of the total expo-project in the long term should be the driven factors for economic growth of the city. The cases have shown tourist numbers can increase in the long term. The driven factor is to keep the area and the city interested for multiple different stakeholders to use.

The highlights of the socio-cultural strategy focus on the 'extension' of the cultural happenings of a World Expo and on the other hand to make the World Expo also interesting for local communities which could suffer from it.

A highlight of the steering instruments is to plan the post-use of the World Expo at the same time as the event itself. A company responsible for the post-use should be set up at the same time the expo company is set up. The idea to combine the two companies in an umbrella organisation was successful for Lisbon. Another highlight is to identify what image a city would like to have and plan the city marketing around this image building with the use of an appealing person who can personificate the image building.

This strategic plan will support the urban development of the city if the quality of the area is perceived positively by the future users of the area. Future users are attracted to the area by creating an urban centre in a good accessible infrastructural network.

This strategic plan will supports the economic growth of the city if the existing and new

| Strategic plan | | |
|--------------------------------|-----------------|---|
| Variables | | |
| <i>Physical strategy</i> | Action point 1 | Creation of an urban centre. |
| | Action point 2 | World Expo area as node in infrastructural networks. |
| | Action point 3 | Flexible pavilions for multiple post-use functions. |
| <i>Economical strategy</i> | Action point 4 | Introduce new economic activities and business to the area and/or extend the existing ones. |
| | Action point 5 | Set up tourist-sector related functions. |
| | Action point 6 | Make private investors and developers have an absolute believe in the post-use masterplan. |
| | Action point 7 | Strive at least for a break even result, and strive for profit on the long term. |
| <i>Socio-cultural strategy</i> | Action point 8 | Maintain several cultural activities from World Expo event in the post-use. |
| | Action point 9 | Initiate creative economy, when desirable. |
| | Action point 10 | Provide program for local communities threatened by the World Expo. |
| Steering instruments | | |
| <i>City marketing</i> | Action point 11 | The city marketing should include all the four activities named by Kotler. |
| | Action point 12 | Use appealing persons who can personificate the image building. |
| <i>Organisation</i> | Action point 13 | Involve private parties in early stage. |
| | Action point 14 | Establish, from the start, a structure or organisation with the responsibility for implementing the longer-term post-use ambitions of the city after the event. |
| | Action point 15 | Plan the longer-term post-use at the same time as the event itself. |
| | Action point 16 | Make use of risk management. |

Table 12.1: Summary strategic plan

economic activities can survive on the longer term and do not limit other economic activities in the city. Longer term continuing investments in the post-use are needed before profit will be made. In the end the economic growth is dependable on the willingness of private investors to invest in the post-use development of a World Expo. Also the willingness of the public bodies to invest in an optimal post-use depends on the economic growth.

The strategic plan has to be implemented 'in a certain way' to gain optimal post-use for World Expo areas which supports the urban development and economic growth of cities both on short and long term. This 'certain way' is captured in the optimisation model also presented in previous chapter 11.

General conclusions

Besides answering the research question, some general conclusions can be made:

- This research has showed that a World Expo can perfectly be used to upgrade a run-down area in order to obtain a successful post-use for the area. The Lisbon case is the proof of this conclusion;
- In general a transformation project is more complex than a green field development, therefore the use of an expo seem more logic to use as catalyst in a transformation project.
- Another essential point that has to be made is that an integral vision, goals and strategy are needed for as well the expo-project as the post-use project.
- In order to learn from mistakes, research and monitoring are needed before and after a World Expo.
- There has to be concluded that the feasibility of a post-use project is much dependent of the

economic situation of the country or city at time of implementation.

12.2 Reflection

This paragraph will reflect on the research, first to start with the results of the research; the strategic plan. Second, to reflect on the methods used in this research.

12.2.1 Reflection on research results

The reflection on the research results includes a critic look at the strategic plan (the end result of this research).

Looking at the risks of the strategic plan the following can be argued. The strategic plan is dependable on the situation of the world economics; which is a variable that cannot be controlled and so this will be a risk. When an event is planned and shortly after the event the country's or world's economy collapse it is hard to create optimal post-use. The expo company can foresee a little bit on this risk by generating different scenario's, concerning what economical activities to attract to the area.

Another risk within the strategic plan is that the Expo is a too high gripped event for the city to organise. This will be visible in the post-use, especially when all the media attention and numerable visits to the city are over straight after the expo. Cities should consider not to use a World Expo only as a catalyst of existing urban development plan. The cities whole future vision and goals should be matched to the expo development and its possible post-use.

The strategic plan has a precondition; the actions points should be seen in the setting of the city's own future vision and goals. Next to that the action points should not be blindly accepted. Per action point there has to be looked in to the specifics of the location and should be tuned on local and world economics and also market tuning on what, for example, divers program should be developed.

This research consists of two cases with individual circumstances and specific aims and goals. This aspect makes it difficult to create one prescriptive method for cities to use when hosting a World Expo and to gain optimal post-use, because of the fact that every city is unique and has its own vision. This research aims for a strategic plan that can act as advice to cities in general.

12.2.2 Reflection on research methods

This research made use of two types of research methods. The first one is extensive literature review. This research tried to gain academic insights which were useful to answer the research question. This was done by connecting different interesting and related topics concerning the World Expo, urban development, economic growth and also city marketing. Creating a strategy for optimal post-use was the core issue in these literature studies.

Reflecting on what has been studied the following can be said. Due to the variety of topics investigated in the literature review, some topics have only been touched at the surface. When more time would be available, the topics could be investigated in more detail to deepen the academic insights related to the main topic of this research.

The second research method used in this research is an empirical one; the case study. Data collection for these cases took place through; documentations - found in libraries, books and on the internet -, observation and in-depth interviews. Due to a time-bounded visit to the case area, preparations for the observation and interviews were very important. Looking back to those one time only visits, a second visit could offer a deeper reflection of the case and could lead to harder defined conclusions.

To continue on the data collection, several data of the case studies were not always available or could not be found. The language barrier made it also harder to get a grip on all the data, it was a time consuming process to translate and understand the data collected especially in Portuguese. For future research it is important to have access to all the data involved. Graduation at a company could open more doors to receive all the data that is needed. But also then you need to be aware of not losing yourself in too much data.

The interviews held in both cases have been of great value, in order to give an qualitative outcome based on information received from experts. The outcome of the cases in this research should take the subjective opinion of the interviewers into account.

In this research the case studies have shown it is hard to give clear comments to what extend the used strategy has support the economic growth of the city. This can be explained partly due to the complexity of what economic growth encompasses. But partly this has in my opinion also to do with the fact that this research has focussed more on the broadly performance of the study cases. For future research a more concrete plan to give constructive conclusions and advice about the economic growth of cities with the use of a World Expo is needed.

12.3 Recommendations

Based upon the reflection paragraph some recommendations for future research can be given.

- The conclusions of this research are based upon the findings in literature and in the two selected cases, for more validity of this research extra cases studies can help to strengthen and extend the strategic plan.
- To avoid subjectivity in a case, future research could consider interviewing multiple experts with the same background and story to tell.
- The strategic plan of this research can be implemented in practice. A future research with the involvement of possible host-cities could lead to specific designed, more concrete strategic plans for post-use of specific areas. That research would include a more practical approach.
- The variables discussed in this research have been investigated at the surface. In order to deepen the investigation, one variable can be selected for further research.



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APPENDIX



Appendix 1

Table 1. What are mega events?

| <i>Type of event</i> | <i>Example of event</i> | <i>Target attendance market</i> | <i>Type of media interest</i> |
|----------------------|---|---------------------------------|-------------------------------|
| Mega Event | Expos Olympics World Cup (soccer) | Global | Global TV |
| Special Event | Grand Prix (F1) World Regional Sport (e.g. Pan-Am Games) | World Regional/National | International/ National TV |
| Hallmark Event | National Sport even (e.g. Australian Games) Big city sport/festivals | National | National TV |
| | | Regional | Local TV |
| Community Event | Rural town event | Regional/local | Local TV/press |
| | Local community event | Local | Local Press |



Appendix 2

Table 2. Organized Expos of BIE

| <i>DATE</i> | <i>PLACE</i> | <i>TITLE</i> | <i>DURATION</i> | <i>SURFACE AREA</i> | <i>PARTICIPATING COUNTRIES</i> |
|-------------|---------------|--|-------------------------|------------------------|--------------------------------|
| 1851 | LONDON | 1851 London World Expo | 01.04.1851 – 11.10.1851 | 10,4 ha | 25 |
| 1855 | PARIS | 1855 Paris World Expo | 15.05.1855 – 15.11.1855 | 15,2 ha | 27 |
| 1862 | LONDON | London International Exhibition on Industry and Art | 01.05.1862 – 01.11.1862 | 27,25 acres | 39 |
| 1867 | PARIS | 1867 Paris World Expo | 01.04.1867 – 03.11.1867 | 687.000 m ² | 42 |
| 1873 | VIENNA | Welt-Ausstellung 1873 in Wien | 01.05.1873 – 31.10.1873 | 233 ha | 35 |
| 1876 | PHILADELPHIA | Exposition internationale des beaux-arts de l'industrie, des produits du sol et des mines | 10.05.1876 – 10.11.1876 | 115 ha | 35 |
| 1878 | PARIS | 1878 Paris World Expo | 20.05.1878 – 10.11.1878 | 750.000 m ² | 36 |
| 1880 | MELBOURNE | International Exhibition of Arts, Manufactures and Agricultural and Industrial Products of all Nations | 01.10.1880 – 30.04.1881 | 25 ha | 33 |
| 1888 | BARCELONA | 1888 Barcelona World Expo | 08.04.1888 – 10.12.1888 | 46,5 ha | 30 |
| 1889 | PARIS | 1889 Paris World Expo | 05.05.1889 – 31.10.1889 | 96 ha | 35 |
| 1893 | CHICAGO | 1893 Chicago World Expo | 01.05.1893 – 03.10.1893 | 290 ha | 19 |
| 1897 | BRUSSELS | 1897 Brussels International Exhibition | 10.05.1897 – 08.11.1897 | 36 ha | 27 |
| 1900 | PARIS | 1900 Paris World and International Expo | 15.04.1900 – 12.11.1900 | 120 ha | 40 |
| 1904 | SAINT-LOUIS | 1904 Saint Louis World Expo | 30.04.1904 – 01.12.1904 | 500 ha | 60 |
| 1905 | LIEGE | 1905 Liege World Expo | 27.04.1905 – 06.11.1905 | 70 ha | 35 |
| 1906 | MILAN | 1906 Sempione International Exhibition | 28.04.1906 – 11.11.1906 | 100 ha | 31 |
| 1910 | BRUSSELS | 1910 Brussels World Expo | 23.04.1910 – 07.11.1910 | 90 ha | 26 |
| 1913 | GHENT | 1913 Ghent World and International Expo | 26.04.1913 – 03.11.1913 | 130 ha | 24 |
| 1915 | SAN FRANCISCO | Panama-Pacific International Exposition, San Francisco 1915 | 20.02.1915 - 4.12.1915 | 635 ha | 30 |
| 1929 | BARCELONA | Barcelona International Exhibition | 20.05.1929 – 15.01.1930 | 118 ha | 29 |
| 1933 | CHICAGO | A Century of Progress International Exposition 1933-1934 | 27.05.1933 – 12.11.1933 | | |
| 1935 | BRUSSELS | 1935 Brussels World Expo | | 170 ha | 21 |

| | | | | | |
|------|-------------|--|-------------------------|----------------------|--------------------|
| | | | 01.06.1934 – 31.10.1934 | | |
| 1937 | PARIS | Exposition esertional des Arts et techniques dans la Vie moderne | 27.04.1935 – 06.11.1935 | 140 ha | 35 |
| | | | 25.05.1937 -25.11.1937 | 105 ha | 45 |
| | | | 30.04.1939 -31.10.1939 | | |
| 1939 | NEW YORK | New York World's Fair 1939-1940 | 11.05.1940 -27.10.1940 | 500 ha | 55 |
| 1949 | STOCKHOLM | L'Exposition Universelle du Sport de la linguade | 27.07.1949- 13.08.1949 | | 37 |
| 1951 | LILLE | 1951 Lille Textile International Exhibition | 28.04.1951- 20.05.1951 | 15ha | 22 |
| 1953 | JERUSALEM | La conquête du esert Exposition Internationale | 22.09.1953- 14.10.1953 | | 13 |
| 1958 | BRUSSELS | Exposition Universelle et Internationale de Bruxelles 1958 | 17.04.1958 – 19.10.1958 | 200 ha | 39 |
| 1962 | SEATTLE | Century 21 Exposition | 21.04.1962 -21.10.1962 | 30 ha | 50 |
| 1965 | MUNICH | The International Exhibition of Transport and Communications, Munich 1965 | 25.06.1965 -03.10.1965 | ? | 36 |
| 1967 | MONTREAL | 1967 Montreal World and International Exhibition | 28.04.1967 -27.10.1967 | 400 ha | 62 |
| 1968 | SAN ANTONIO | Hemisfair 1968 | 06.04.1968 – 06.10.1968 | | 23 |
| 1970 | OSAKA | Japan World Expo | 15.03.1970 -13.09.1970 | 330 ha | 78 |
| 1971 | BUDAPEST | Exposition Mondiale de la Chasse, Budapest 1971 | 27.08.1971 -30.09.1971 | 35 ha | 52 |
| 1974 | SPOKANE | International Exposition on the Environment, Spokane 1974 | 01.05.1974 -01.11.1974 | 40 ha | 10 |
| 1975 | OKINAWA | International Ocean Exposition, Okinawa 1975 | 19.07.1975 -18.01.1976 | 100 ha | 35 |
| 1982 | KNOXVILLE | The Knoxville International Energy Exposition – Energy Expo 82 | 01.05.1982 -31.10.1982 | 29 ha | 16 |
| 1984 | NEW ORLEANS | The 1984 Louisiana World Exposition | 12.05.1984 -11.11.1984 | 34 ha | 15 |
| 1985 | TSUKUBA | International Exposition, Tsukuba, Japan 1985 | 17.03.1985 -16.09.1985 | 100 ha | 48 |
| 1985 | PLOVDIV | Exposition mondiale des Réalisations des Jeunes Inventeurs | 04.11.1985 – 30.11.1985 | 58.000m ² | 73 |
| 1986 | VANCOUVER | The 1986 World Exposition, Vancouver | 02.05.1986 -13.10.1986 | 70 ha | 53 |
| 1988 | BRISBANE | International Exposition on Leisure, Brisbane 1988 | 30.04.1988 -30.10.1988 | 40 ha | 36 |
| 1992 | GENES | Specialised International Exposition, Genes 1992 | 15.05.1992 -15.08.1992 | 6 ha | 54 |
| 1992 | SEVILLA | 1992 Sevilla World Expo | 20.04.1992 -12.10.1992 | 215 ha | 112 |
| 1993 | TEAJON | The Taejon International Exposition, Korea 1993 | 07.08.1993 -07.11.1993 | 90.1 ha | 141 |
| 1998 | LISBON | Specialised Exhibition | 22.05.1998 – 30.09.1998 | 50 ha | 155 |
| 2000 | HANNOVER | World Expo | 01.06.2000 – 31.10.2000 | 160 ha | 155 |
| 2005 | AICHI | Specialised International Exhibition (category included in the Registered International Exhibitions—Amendment of 1988) | 25.03.2005 – 25.09.2005 | 173 ha | 121 |
| 2008 | ZARAGOZA | International Exposition | 14-06-2008 – 14-09-2008 | | 104 |
| 2010 | SHANGHAI | Expo 2010 Better City, Better Life. | 01-05-2010 – 31-10-2010 | 528 ha | 190 (200 expected) |



Appendix 3

The EXPO-lifecycle

Step 1) Notification of intent

The government of state wishing to organize an Expo must deposit a notification to the BIE, mentioning the proposed theme, the proposed date, the duration, the legal status of the organizers, and the guarantee of government support in the event that it is not the government itself organizing the exhibition.

In the case of World Expos, the notification must be submitted a maximum of 9 years and a minimum of 6 years before the proposed opening date of the exhibition.

In the case of International Expos, the notification must be submitted a maximum of 6 years and a minimum of 5 years before the proposed opening date of the exhibition.

Beginning on the date of the notification of intent, any other government wishing to organize an exhibition for the same year has six months to state its intention to the BIE.

Step 2) Bidding / Candidature process

A) Enquiry mission – project assessment

At the end of the six-month period following the first notification of intent, enquiry missions are carried out by the BIE in the candidate country/city.

The enquiry missions assess the feasibility and viability of the Expo project, as well the political and social climate in the candidate country and city that would ensure necessary support for the Expo project.

Specifically, the following elements are evaluated during the enquiry missions:

- Theme of the exhibition
- Its definition and its contents
- Date and duration
- Location
- Area proposed to be allocated to each participant
- Number of visitors expected
- Measures proposed to ensure financial feasibility and guarantees
- Indicators which will make it possible to calculate the cost of participation and the financial and material dispositions for the participants in order to minimize the cost of their participation
- Attitude of relevant authorities and interested parties

The resulting report produced is then submitted to the Executive Committee of the BIE for review, which then forwards the report with advice to the General Assembly. The General Assembly decides which proposals the BIE will further investigate. Once approved, the report forms the basis of evaluation by the BIE member states during the vote.

B) International campaign – project development

Furthermore, during the bidding phase, candidate countries must carry out international campaigns campaign to garner support for the project and develop their proposed themes in order to raise international interest around the proposed Expos. International symposiums, forums, and other activities are organized by the candidates to this end.

Step 3) The vote

At the end of the bidding phase, a vote by secret ballot takes place at a BIE General Assembly to designate the right to host an Expo to a government for the chosen city and date. Each member state has one vote. Priority is given to member states. The following procedure is used for the voting:

Only two candidates:

If there are only two candidates for an Expo in the same year, then the right to host an Expo is given to the proposal receiving a simple majority.

More than two candidates:

If there are more than two candidates, then:

- A proposal must receive a 2/3 majority in order to win in the first round
- If on the first vote, no proposal receives a 2/3 majority, the proposal that receives the least amount of votes during that first vote is eliminated; if one of the remaining proposals then receives a 2/3 majority it wins
- The above is followed until there are no more than two proposals in competition
- The above procedure applies when the candidate country is a member state of the BIE. A 2/3 majority is required for a non-member state in any case.

Key criteria for the voting by the member states are:

- Feasibility and viability of the Expo project, as assessed by the enquiry mission report
- Appeal of the theme: the BIE member states must believe that the proposed theme is not only of universal interest but is a theme on which they would have positive contributions to make as an Expo participant
- Consideration of international relations: the relations between the candidate country and the voting BIE member state (not only existing ones but projected relations as well) can influence a member state's decision

After a country wins the right to host an Expo, it must continue to work closely with the BIE and carry out certain steps required by the BIE rules and regulations in order to not forfeit its right to host an Expo.

Step 4) Registration or recognition of the Expo project

The “registration” or “recognition” of the Expo project refers to the formalization of the Expo project, whereby the host country submits to the BIE a complete and definitive plan of execution for the Expo.

In the case of World Expos, the registration must take place at the latest five years before the opening date.

In the case of International Expos, the recognition must take place at the latest four years

before the opening date.

The registration or recognition dossier must address concrete issues including:

- Legislative and financial measures
- Legal status of Expo organizers
- Contents plan (theme selection, its definition, its development, applications)
- Duration of the Expo
- Site planning/master plan of the site
- Financial plan
- Promotional/communication plan (national and international)
- Post-Expo site reutilization plan
- Commercialization program

The application must be accompanied by general regulations of the exhibition and participation contract, the documents establishing and guaranteeing compensation in the case of cancellation and any special regulations regarding the financial conditions for participation aiming to minimize the participation costs.

Step 5) Preparation and implementation of the Expo project

It is only after the registration or the recognition of an Expo project that the host country can officially begin its preparations and implementation of the Expo project, which include:

- Sending out official invitations by the inviting government to participating governments and international organizations
- Managing the participants, planning and preparation of programs related to city development, culture, and events
- Finalizing special regulations and implementing them
- Establishing guidelines for the terms of participation to the Expo
- Finalizing communication and promotion plan and implementing them
- Further developing the theme and implementing related activities
- Implementing site planning, construction, operations

During this phase, Expo organizers are required to report regularly to BIE organs, which are:

- Executive Committee, to report progress twice a year
- Rules Committee, twice a year to prepare recommendations regarding special regulation to be submitted at the BIE General Assemblies
- Information and Communication Committee, to report progress twice a year
- General Assembly, to report overall progress twice a year

During the presentation of progress reports by the authorities of an Expo, BIE member states may make recommendations or ask certain measures to be taken in order to ensure the smooth running of the Expo.

Step 6) Expo

During the Expo, the BIE will be present through various forms. The first is through the Steering Committee of the College of Commissioners General. The Steering Committee is comprised of a group of Commissioners General chosen among those BIE member states participating in the Exhibition. The Steering Committee meets regularly before and during the Expo and with a higher frequency during the Expo. Its objectives are to ensure that the

regulations of the exhibition are respected, and it deals with issues of common interest to the participant countries. The Steering Committee moreover ensures adequate representation of all participating countries vis-à-vis the Commissioner General of the Exhibition as well as represent a direct link to the BIE.

In addition, the BIE organizes forums, symposiums, and other events during the Expo. The awards given out to outstanding pavilions and other prizes for notable work and individuals, a tradition at the BIE that it inherited from earlier Exhibitions, are also another way that the BIE is involved directly during the Expo.

Step 7) Post-Expo

In the post-Expo phase, entities are assigned to manage the follow-up of the Exhibitions.

After the closing of an Expo, the BIE visits the grounds of the former Expo site to verify that the reutilization plan for the site, which Expo organizers submitted to the BIE during its registration or recognition process, is properly implemented.

Furthermore, once the Expo closes, it joins a network of other cities around the world that have hosted Expos to exchange experiences for the benefit of the “Expo movement.” The BIE serves as the link among all past and future Expos as well as the guardian of the tradition of World Expos.



Appendix 4

Cases of post-use World Expo

Montreal '67

No one anticipated the success of Expo 67. The issue of what to do with the site was the subject of many newspaper debates and articles. Some people suggested transforming the entire area into a residential complex; others suggested a campus for an international university managed by the United Nations. Mayor Jean Drapeau ended the debate in October by announcing that an exhibition called Man and His World, the theme of Expo 67, would be permanently located there.

The national pavilions that were donated to the city would be integrated into this exhibition. This approach benefited the donor countries as it deferred their demolition costs. Man and His World opened in 1968. Several countries participated in this new exhibition in 1968, which was also attended by 20 million people. Some pavilions were added or transformed, according to the new themes. Despite its wonderful potential, Man and His World was not as successful over the years as was hoped, and it was closed in 1981.

After the Man and his World exhibition was discontinued, the former site for Expo 67 on Île Sainte-Hélène and Île Notre-Dame, has been incorporated into a municipal park run by the city of Montreal. In the year 2000, the park was renamed from Parc des Îles to Parc Jean-Drapeau, after the mayor that brought the exhibition to Montreal.

Jean-Drapeau Park is a recreation complex offering many activities. The buildings and facilities that are in the park, which includes Îles Sainte-Hélène and Notre-Dame, make it a destination of choice for Montrealers and visitors alike.

There remain a number of traces from Expo 67 on the site. La Ronde is still an amusement park. The France pavilion became the Palais de la civilisation in 1985, a centre for international exhibitions. Since 1993, this facility, which was amalgamated with the old Quebec pavilion in 1996, has been home to the Casino de Montréal. The magnificent geodesic dome of the American pavilion, created by Buckminster Fuller, now holds the Biosphère, a centre for observation of the St. Lawrence and the Great Lakes since 1995.

Knoxville '82

In 1991, the city of Knoxville demolished the U.S. Pavilion in a controlled blast. This was due to structural failure that could not be safely resolved. The cleared site became a parking lot along Cumberland Avenue. The former site of the Korean and Saudi Arabian pavilions and the Tennessee Gas Industries exhibit became host to a regular concert series for eight years. In 2000, the park was closed for two years while a convention center was added in the

space formerly occupied by Rich's/Millers Garage, the KUB Substation and the former site of America's Electric Energy Exhibit.

In 2002, the World's Fair Park was reopened to general events and concerts, such as Earth Fest and Greek Fest. A July 4 celebration is held there every year with the Knoxville Symphony playing a free concert with a massive fireworks display. The 2007 July 4 celebration was held in conjunction with festivities commemorating the 25th Anniversary of the 1982 World's Fair. The following day, July 5, The Sunsphere's observation deck reopened to the public. (Wikipedia)

Vancouver '86

Today, the western half of the site has and is continuing to be developed into parks and high rise condominiums. The eastern portion was used for the annual Molson Indy race, until it was cancelled in late 2004. Future plans call for the eastern third of the site to be developed into parkland and condominiums. The western third of the site is presently owned by the real estate investment firm Concord Pacific, which has its primary shareholder the Hong Kong billionaire Li Ka-Shing. The redevelopment took longer than expected, but is one of the most successful urban developments in Canadian history. The south eastern section of the site just underneath the former Expo Center is being developed for use as part the Olympic Village for the 2010 Winter Olympics. After the Olympics, it will also be developed into condos and park land.

Seville' 92

At the conclusion of Expo '92, many of the Pavilions were dismantled, and today the site is divided between the Cartuja 93 Scientific and Technological Park and a theme park called Isla Magica, the 'Magic Island'. Cartuja 93 opened in October 1993. The theme park opened in 1997 its doors, five years after the Expo.

Lisbon '98

The Expo of Lisbon in 1998 was fully built from scratch. Every building was pre-sold for after-Expo repurposing thus ensuring that, after the Expo closed, the site would not be left semi-abandoned, as had happened with previous expos, particularly Seville Expo '92.

A half year after Expo '98, the site reopened as "Parque das Nações" (Park of the Nations), a free-access park, keeping the gardens, Oceanarium (Europe's then largest aquarium), observation tower, funicular, and the Virtual Reality pavilion. Within Parque das Nações, every other building or vacant parcel lot was sold for office or living space, to offset the Expo's costs. The Virtual Reality Pavilion is currently scheduled for demolition.

The area today is thriving, modern, stylish, and safe, attracting 18 million tourists a year to its gardens, museums, commercial areas and modern buildings. It has also become permanent residency for up to 25,000 people and one of Lisbon's premier business centers, with many multinational corporations basing their headquarters in its main avenue.

Parque Expo has lived beyond Expo '98, not just being still the manager of Parque das Nações but, having acquired the know-how in urban conversion and planning, sells its advising and consultancy services to other cities around the world.

Hannover 2000

Some of the buildings on the EXPO site were sold after EXPO 2000 ended, but most of the exhibition area is still used for major fairs in Germany, as it has been since 1949. The south eastern area around Expo Plaza has been turned into Hanover's new centre of information technology, design, media and arts.

Most of the national pavilion buildings were demolished following the fair. Some buildings (far more than in any other World Expositions) were 'saved', including the Netherlands Pavilion. The structure has now fallen into disrepair. There are still sites for sale on the former Expo site.

Sources Montreal case: http://www.collectionscanada.gc.ca/expo/05330206_e.html

Source other cases: wikipedia



Appendix 5

Table 3. Interviews, excursions, forums.

| Case Hanover | | | |
|-----------------------------|---|---|-----------------------------|
| <i>Name</i> | <i>Company and profession</i> | <i>Notes</i> | <i>Date and time</i> |
| Forum 'Bilanz und Ausblick' | City of Hanover | Public debate about EXPO 2000 and 10 years after EXPO 2000, how to look into the future from now. | 4 May 2010, 13.00h - 17.00h |
| Dr. Rainer Ertel | NIW, Niedersächsische Institute for Economic Development | Founder and researcher at NIW. | 5 May 2010, 9.00h |
| Gerhard Kier | Urban planning, City of Hanover | Worked from 1991-2001 in the planning group of World Expo Hannover, building department. | 6 May 2010, 14.00h |
| Christian Gnädig | Economic development, City of Hanover | | 6 May 2010, 13.00h |
| Case Lisbon | | | |
| <i>Name</i> | <i>Company and profession</i> | <i>Notes</i> | <i>Date and time</i> |
| Paulo Loff | Parque Expo | Communication | 16 July 2010, 11.00h |
| João Teixeira | President, European Council of Spatial Planners | Gave a personal guided tour through Parque das Nações. | 17 July 2010, 19.00h |
| José Almeida Guerra | Managing Director, Rockbuilding, solid project management | Real estate expert Rockbuilding did the management of some office projects at Parque das Nações. | 19 July 2010, 11.00h |
| Ilona van Miltenburg | PhD researcher University of Lisbon | Did her graduation at Parque Expo, Dec. 2009. | 20 July 2010, 12.00h |



Appendix 6

Table 4. Landallocation Expo Park Hanover

| | <i>Name</i> | <i>square meters land</i> | <i>square meters building</i> | <i>users or owner</i> | <i>website</i> | <i>remark</i> |
|--------------|-------------------------|---------------------------|-------------------------------|---|----------------------------|--|
| Sold: | | | | | | |
| 1 | Office centre Nileg | | | | www.gagfah.de | |
| 2 | Nileg Plaza forum | | | | | |
| 3 | World trade center | | | Balletschool | | |
| | | | | Exposeum | | |
| | | | | Hogeschool voor kunst, muziek en theater | | |
| | | | | Instituut voor Journalistiek and Communicatie | | part of the Leibniz Academic |
| | | | | Leibniz Academie | | |
| | | | | TV travelshop | | |
| 4 | Fachhochschule Hannover | | | | | closed since summer 2008 |
| 5 | Dutch pavilion | 5541 | | | www.adesse-anwaelte.de | sold to Adesse Anwaelte |
| 6 | Finbox | 3250 | | several users | | |
| 7 | Danisch pavilion | 3966 | | Bestseller | www.bestseller.com | as education and training center for its employees |
| 8 | Hungarian pavilion | 5152 | | kurt baugesellschaft GmbH | | |
| 9 | Lithuanian pavilion | | | | | |
| 10 | TUI arena | | | | www.tui-arena.de | An event/concert arena for 14.000 visitors |
| 11 | Expo plaza | 110000 | 55000 | | | |
| 12 | German pavilion | 5000 | | CISCO German | www.cisco.com | |
| | | | | L3S Research Center | www.l3s.de | |
| | | | | Nord media | www.nordmedia.de | |
| 13 | BMW Hannover | | | | | |
| 14 | Ferrari | 4144 | 1200 | | | |
| 15 | British pavilion. | 5702 | | service providers and IT companies | | |
| 16 | Swedish pavilion | 3784 | | BMS elektrotechnik GmbH | | |
| 17 | Turkish pavilion | 3792 | | | | |
| 18 | Belgium pavilion | 4304 | | Peppermint | www.peppermint-pavillon.de | also www.peppermint-event.de |

| | | | | | | |
|----|----------------------------------|------|--|--|----------------------------|---|
| 19 | Czech Republic pavilion | 3039 | | | www.mathai.de | |
| | | | | | www.digital-haircolor.com | |
| | | | | | www.stiftung-horizonte.org | Goal is to promote the art sector in the local area and to foster (inter)national artists |
| 20 | Spanish pavilion | 5176 | | | | |
| 21 | Chinese pavilion | 3952 | | RC Nitro & Tuning | | |
| 22 | DVAG Deutschen Vermögensberatung | | | German Investment Advisory | | |
| 23 | Garten im Wandel | | | | | by landscape architect Kamel Louafim |
| 24 | Radisson Hotel SAS | | | | | |
| 25 | Planet M | | | | | Project for an education and events center for the fachhochschule Hannover |
| 26 | Multimedia BBS / Camp media | | | Multimedia BBS / Camp media | www.mmbbs.de | |
| 27 | Fachhochschule Hannover | | | Fachhochschule Hannover, FB design and media | | |
| 28 | Perfekta | | | Perfekta | www.perfekta.de | |
| 29 | Klingenberg | 4054 | | | | a new exhibition hall will be established here |
| 30 | Expowal | 4551 | | | www.expowal.de | Christian event center |
| 31 | Seehaus | 1150 | | Goerk und Fliegner personal management | www.goerkundfliegner.de | |

Not sold:

| | | | | | | |
|----|------------------------------|-------|--|--------------------|--|---|
| 1 | Mailander Straße | 4840 | | Expo park Hannover | | |
| 2 | Weltaustellungsallee | 7264 | | Expo park Hannover | | |
| 3 | Nördlich Niederlande | 910 | | Expo park Hannover | | |
| 4 | Südlich Niederlande | 2275 | | Expo park Hannover | | |
| 5 | Südlich Finnland | 2598 | | Expo park Hannover | | land cleared |
| 6 | Nördlich Litauen | 3318 | | Expo park Hannover | | land cleared |
| 7 | Estland | 8922 | | Expo park Hannover | | land cleared |
| 8 | Norwegen | 2588 | | Expo park Hannover | | |
| 9 | Polen | 3539 | | Expo park Hannover | | |
| 10 | Monaco | 20010 | | Expo park Hannover | | land cleared |
| 11 | Rumänien | 8625 | | Expo park Hannover | | land cleared |
| 12 | Vereinigte Arabische Emirate | 7610 | | Expo park Hannover | | land cleared |
| 13 | Nördlich Jemen | 8204 | | Expo park Hannover | | land cleared, former administrative buildings of the expo |
| 14 | Jemen | 3071 | | Expo park Hannover | | |
| 15 | Südlich Jemen | 2187 | | Expo park Hannover | | |
| 16 | Nördlich Seehaus | 3046 | | Expo park Hannover | | land cleared |
| 17 | Osakadori | 2760 | | Expo park Hannover | | |



Appendix 7

Table 5. What happened with pavilions of EXPO 2000 Eastern Pavilion Area?

<http://www.expo2000.de/expo2000/nachnutzung/index.php>

There are 32 pavilions in total. 11 Are in use and 21 are not. From those 21 pavilions, 11 have been taken down and rebuilt somewhere else in the world. 4 have been destroyed and 6 are empty and not in use. Only one of those 6 which are empty is not sold yet to an investor or project developer.

| | <i>Country</i> | <i>State</i> | <i>Function</i> | <i>No function</i> | <i>Sold</i> | <i>Relocated</i> |
|----|-------------------|--|--|---|---------------------------------------|------------------|
| 32 | Total | 32 pavilions in total at eastern pavilion area | 11 out of 32 in use | 21 4 demolished 6 empty 11 relocated | Out of 6 empty buildings, 5 are sold. | 12 |
| 1 | Belgium | Still exists, in use Internet: www.peppermint-pavillon.de | Peppermint Pavillon, Mousse T. Pop-academy | | | |
| 2 | China | Still exists, it's empty. Acquired by Simchen. | | Empty | Yes | |
| 3 | Christus Pavillon | Relocated in Kloster Volkenroda/ Thüringen Kreuz, a church in Hannover (Mühlenberg) Internet: www.kloster-volkenroda.de | | Relocated | | Yes |
| 4 | Danmark | Still exists, in use. | Training center, Danish Fashion Group | | For sale | |
| 5 | Germany | Still exists, in use. Internet: www.wund.de dp.expo2000.de | Event center, several IT and media companies | | | |
| 6 | Great Britain | Still exists, in use. | In use by BMS Elektronik GmbH Exhibition and storage | | | |
| 7 | Finland | Still exists, in use. Internet: www.finbox.de | Finbox, design and media company | | | |

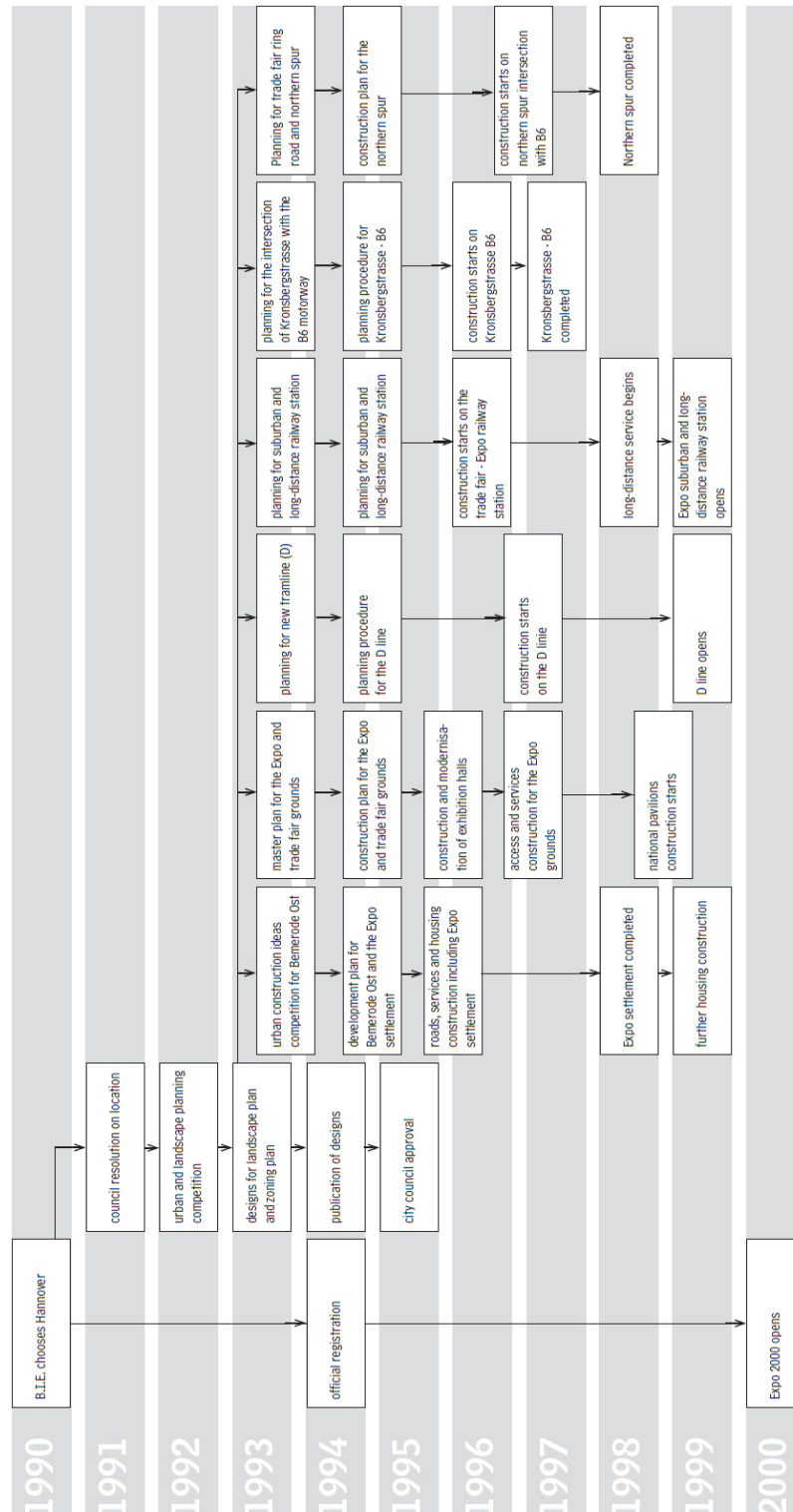
| | | | | | | |
|----|-------------|--|--|------------------------------|-----|-----|
| 8 | France | Still exists, in use. | BMW Autohaus | | | |
| 9 | Jordania | Repatriated | | | | |
| 10 | Netherlands | Still exists, not in use | | Empty | Yes | |
| 11 | Norway | Demolished in 2010 | | | | |
| 12 | Planet M | Still exists, purchased by the State of Lower Saxony | In use as school by Fachhochschule Hanover | | | |
| 13 | Poland | Closed after fire in 2005 | | Leeg Ready for demolition | Yes | |
| 14 | Postbox | Still exists, in use | BMW Tower (Administration) | | | |
| 15 | Switzerland | Sold as lumber | | Relocated | | Yes |
| 15 | Sweden | Still exists, in use | BMS Office and Electronics Ltd. Hall for events | | | |
| 17 | Spain | Still exists, in use | Adventure playground for adults | | | |
| 18 | Czech | Still exists Internet: www.digital-haircolor.com | Digital Hair from Mathai and Horizons Foundation | | | |
| 19 | Turkey | Still exists, not in use Will become a cultural and trade center | | Empty | Yes | |
| 20 | Hungary | Sold to Abu Dhabi | | Relocated | | |
| 21 | Estonia | Demolished | | Demolished | - | |

| | | | | | | |
|----|-----------|--|--|-----------------|-------------------|-----|
| 22 | Greece | Used at the Olympics in Greece | | Relocated | | Yes |
| 23 | Ireland | Entrance building of Uni Dublin | | Relocated | | Yes |
| 24 | Italy | Relocated to the Fair Park in Rome | | Relocated | | Yes |
| 25 | Jemen | Demolished January 2009 Internet: http://www.yemenpavillon.de/ | | Demolished 2009 | | |
| 26 | Croatie | Still exists, not in use. | | Empty | No | |
| 27 | Latvia | In use as farm machinery or training hall in Badbergen / Osnabrück | | Relocated | | Yes |
| 28 | Lithuania | Still exists, not in use. Internet: www.amber-way.com/ | | Empty | Yes, but for sale | |
| 29 | Monaco | Demolished | | Demolished | | |
| 30 | Mongolia | In use as training center of Dt. Investment Advisory DVAG in Frankfurt | | Relocated | | Yes |
| 31 | Portugal | Part of a technology center in the Algarve | | Relocated | | Yes |
| 32 | Romania | Moved back to Romania | | Relocated | | Yes |



Appendix 8

Table 6. Timeline EXPO 2000 (Uit: Kronsberg Hannover handbook, p22)





Appendix 9

Plan Kronsberg district



